

**ITEM 3**  
**TEST CLAIM**  
**PROPOSED DECISION**

Public Utilities Code Section 132354.1

Statutes 2017, Chapter 658 (AB 805)

*SANDAG: Independent Performance Auditor*

19-TC-03

San Diego Association of Governments, Claimant

---

**TABLE OF CONTENTS**

**Exhibit A**

Test Claim, filed March 19, 2020 .....1-47

**Exhibit B**

Claimant's Comments on the Test Claim, filed May 21, 2020 .....1-8

**Exhibit C**

City of Imperial Beach's Comments on the Test Claim, filed May 22, 2020 .....1-8

**Exhibit D**

Jim Desmond, San Diego County Supervisor, Fifth District's Comments on the Test Claim,  
filed May 26, 2020 .....1-8

**Exhibit E**

City of Chula Vista's Comments on the Test Claim, filed May 27, 2020 .....1-8

**Exhibit F**

City of El Cajon's Comments on the Test Claim, filed May 27, 2020 .....1-8

**Exhibit G**

Mr. Paul J. Dostart's Comments on the Test Claim, filed May 27, 2020 .....1-7

**Exhibit H**

City of La Mesa's Comments on the Test Claim, filed May 28, 2020 .....1-8

**Exhibit I**

City of Lemon Grove's Comments on the Test Claim, filed May 28, 2020 .....1-9

**Exhibit J**

City of National City's Comments on the Test Claim, filed May 28, 2020 .....1-8

**Exhibit K**

City of Oceanside’s Comments on the Test Claim, filed May 28, 2020 ..... 1-8

**Exhibit L**

City of Vista’s Comments on the Test Claim, filed May 28, 2020 ..... 1-9

**Exhibit M**

City of Carlsbad’s Comments on the Test Claim, filed May 29, 2020..... 1-8

**Exhibit N**

City of Del Mar’s Comments on the Test Claim, filed May 29, 2020 ..... 1-8

**Exhibit O**

City of Encinitas’s Comments on the Test Claim, filed May 29, 2020 ..... 1-8

**Exhibit P**

City of Solana Beach’s Comments on the Test Claim, filed May 29, 2020 ..... 1-8

**Exhibit Q**

Department of Finance’s (Finance’s) Comments on the Test Claim, filed June 29, 2020 ..... 1-8

**Exhibit R**

Draft Proposed Decision, issued July 15, 2020 ..... 1-50

**Exhibit S**

Claimant’s Rebuttal Comments and Comments on the Draft Proposed Decision,  
filed July 20, 2020..... 1-10

**Exhibit T****Supporting Documentation**

About SANDAG, History: <https://www.sandag.org/index.asp?fuseaction=about.history>  
(accessed on June 2, 2020)..... 1-9

About SANDAG, Work Program & Budget,  
<https://www.sandag.org/index.asp?fuseaction=about.workprogram>  
(accessed on June 25, 2020)..... 1-2

Assembly Committee on Local Government, Analysis of AB 805  
(2017-2018 Reg. Sess.), as amended April 6, 2017 ..... 1-10

Finance’s Request for Extension of Time, filed June 3, 2020 ..... 1-7

John C. Hueston, Report on Independent Examination of Measure A Revenue  
Estimate Communications (July 31, 2017),  
[https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf)  
(accessed on June 19, 2020)..... 1-172

Legislative Analyst’s Office (LAO), *SANDAG, An Assessment of Its Role in the San  
Diego Region* (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471>  
(accessed on June 19, 2020)..... 1-76

Notice of Complete Test Claim, Schedule for Comments, and Notice of Tentative Hearing Date, issued April 29, 2020.....	1-8
Notice of Extension Request Approval, issued June 3, 2020 .....	1-7
San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan .....	1-50
SANDAG Board Policy No. 39, Audit Policy Advisory Committee and Audit Activities, paragraph 6.15, as amended September 2019. ....	1-7
SANDAG Bylaws, as amended April 2020.....	1-11
SANDAG, Final FY 2020 Program Budget (July 1, 2019), <a href="https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf">https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf</a> (accessed on June 4, 2020).....	1-493
SANDAG News, <a href="https://www.sandag.org/index.asp?newsid=1124&amp;fuseaction=news.detail">https://www.sandag.org/index.asp?newsid=1124&amp;fuseaction=news.detail</a> (accessed on June 4, 2020).....	1-3
Senate Committee on Governance and Finance, Analysis of AB 805 (2017-2018 Reg. Sess.), June 30, 2017.....	1-9
Senate Local Government Committee, <i>What's So Special About Special Districts?</i> (Fourth Ed.) (October 2010), <a href="https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/2010WSSASD4edition.pdf">https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/2010WSSASD4edition.pdf</a> (accessed on June 24, 2020).....	1-28
Statutes 2008, chapter 83 (SB 1685) (2007-2008 Reg. Sess.) .....	1-5
TransNet Fact Sheet (April 2018), <a href="https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf">https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf</a> (accessed on June 3, 2020).....	1-2



**TEST CLAIM FORM**

**Section 1**

Proposed Test Claim Title:

Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost

**Section 2**

Local Government (Local Agency/School District) Name:

SAN DIEGO ASSOCIATION OF GOVERNMENT (SANDAG)

Name and Title of Claimant's Authorized Official pursuant to [CCR, tit.2, § 1183.1\(a\)\(1-5\)](#):

Andre Douzjdian, Chief Financial Officer (Delegated Authority)

Street Address, City, State, and Zip:

401 B STREET, SUITE 800 SAN DIEGO, CA 92101

Telephone Number

Fax Number

Email Address

619-699-6931

619-699-1905

Andre.Douzjdian@sandag.org

**Section 3**

Claimant Representative: John Kirk Title General Counsel - SANDAG

Organization: SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG)

Street Address, City, State, Zip:

401 B STREET, SUITE 800 SAN DIEGO, CA 92101

Telephone Number

Fax Number

Email Address

619-699-1997

619-699-1905

John.kirk@sandag.org

For CSM Use Only	
Filing Date:	<div style="border: 2px solid blue; padding: 5px; text-align: center;"><b>RECEIVED</b> March 19, 2020 <i>Commission on State Mandates</i></div>
Test Claim #:	<b>19-TC-03</b>



**Section 4 – Please identify all code sections (include statutes, chapters, and bill numbers; e.g., Penal Code section 2045, Statutes 2004, Chapter 54 [AB 290]), regulatory sections (include register number and effective date; e.g., California Code of Regulations, title 5, section 60100 (Register 1998, No. 44, effective 10/29/98), and other executive orders (include effective date) that impose the alleged mandate pursuant to [Government Code section 17553](#) and don't forget to check whether the code section has since been amended or a regulation adopted to implement it (refer to your completed WORKSHEET on page 7 of this form):**

*Assembly Bill No. 805. AB 805, Gonzalez Fletcher. County of San Diego: transportation agencies. CHAPTER 658. AB805 An act to amend Sections 120050.2, 120051.6, 120102.5, 125102, 132351.1, 132351.2, 132351.4, 132352.3, 132354.1, 132360.1, and 132362 of, to add Sections 120221.5, 125222.5, and 132354.7 to, to add Article 11 (commencing with Section 120480) to Chapter 4 of Division 11 of, to add Article 9 (commencing with Section 125480) to Chapter 4 of Division 11.5 of, and to repeal Sections 120050.5 and 120051.1 of, the Public Utilities Code, relating to transportation. Chapter Date 10/11/2017. Test Claim includes new and increased cost specifically relating to SEC. 15. Section 132354.1 of the Public Utilities Code (b) (1), (2), (3),(4). Please find EXHIBIT A - Test Claim Narrative SANDAG AB805*

**X** Test Claim is Timely Filed on [Insert Filing Date] [select either A or B]: 03/ 19/ 2020

- ☐ A: Which is not later than 12 months following [insert the effective date of the test claim statute(s) or executive order(s)] \_\_\_\_/\_\_\_\_/\_\_\_\_, the effective date of the statute(s) or executive order(s) pled; or

**X** B: Which is within 12 months of [insert the date costs were *first* incurred to implement the alleged mandate] 04/ 02 / 2019, which is the date of first incurring costs as a result of the statute(s) or executive order(s) pled. *This filing includes evidence which would be admissible over an objection in a civil proceeding to support the assertion of fact regarding the date that costs were first incurred.*

([Gov. Code § 17551\(c\)](#); [Cal. Code Regs., tit. 2, §§ 1183.1\(c\)](#) and [1187.5.](#))

**Section 5 – Written Narrative:**

- X** Includes a statement that actual and/or estimated costs exceed one thousand dollars (\$1,000). ([Gov. Code § 17564.](#)) (page 9)
- X** Includes all of the following elements for each statute or executive order alleged pursuant to [Government Code section 17553\(b\)\(1\)](#) (refer to your completed WORKSHEET on page 5 of this form):
- X** Identifies all sections of statutes or executive orders and the effective date and register number of regulations alleged to contain a mandate, including a detailed description of the *new* activities and costs that arise from the alleged mandate and the existing activities and costs that are *modified* by the alleged mandate; (page 7)
- X** Identifies *actual* increased costs incurred by the claimant during the fiscal year for which the claim was filed to implement the alleged mandate; (page 11)
- X** Identifies *actual or estimated* annual costs that will be incurred by the claimant to implement the alleged mandate during the fiscal year immediately following the fiscal year for which the claim was filed; (page 11)

- X Contains a statewide cost estimate of increased costs that all local agencies or school districts will incur to implement the alleged mandate during the fiscal year immediately following the fiscal year for which the claim was filed;  
Following FY: 19 - 20 Total Costs: \$430,158.76 (page 11-12 and 15)
- X Identifies all dedicated funding sources for this program; State: 0.00  
Federal: 0.00 Local agency's general-purpose funds: 0.00  
Other nonlocal agency funds: \$136,617.28 (temporary funding for 2 years)  
Fee authority to offset costs: \$369,571.48. (page 14-15 Sec. H).
- X Identifies prior mandate determinations made by the Board of Control or the Commission on State Mandates that may be related to the alleged mandate: No similar mandate however in regard to offsetting revenue - Administrative License Suspension - Per Se (98-TC-16): "VII. OFFSETTING SAVINGS AND REIMBURSEMENTS"
- X Identifies a legislatively determined mandate that is on the same statute or executive order: None

***Section 6 – The Written Narrative Shall be Supported with Declarations Under Penalty of Perjury Pursuant to Government Code Section 17553(b)(2) and California Code of Regulations, title 2, section 1187.5, as follows (refer to your completed WORKSHEET on page 5 of this form):***

- X Declarations of actual or estimated increased costs that will be incurred by the claimant to implement the alleged mandate. **(page 21)**
- X Declarations identifying all local, state, or federal funds, and fee authority that may be used to offset the increased costs that will be incurred by the claimant to implement the alleged mandate, including direct and indirect costs. **(page 21)**
- X Declarations describing new activities performed to implement specified provisions of the new statute or executive order alleged to impose a reimbursable state-mandated program (specific references shall be made to chapters, articles, sections, or page numbers alleged to impose a reimbursable state-mandated program). **(page 21-23)**
- X If applicable, declarations describing the period of reimbursement and payments received for full reimbursement of costs for a legislatively determined mandate pursuant to Government Code section 17573, and the authority to file a test claim pursuant to paragraph (1) of subdivision (c) of Government Code section 17574. **(page 21-23)**
- X The declarations are signed under penalty of perjury, based on the declarant's personal knowledge, information, or belief, by persons who are authorized and competent to do so. **(page 23)**

***Section 7 – The Written Narrative Shall be Supported with Copies of the Following Documentation Pursuant to Government Code section 17553(b)(3) and California Code of Regulations, title 2, § 1187.5 (refer to your completed WORKSHEET on page 5 of this form):***

- X The test claim statute that includes the bill number, and/or executive order identified by its effective date and register number (if a regulation), alleged to impose or impact a mandate. **Addendum Attached and source link (after page 23)**
- X Relevant portions of state constitutional provisions, federal statutes, and executive orders that may impact the alleged mandate. **(page 10 Section C)**

- X** Administrative decisions and court decisions cited in the narrative. (Published court decisions arising from a state mandate determination by the Board of Control or the Commission are exempt from this requirement.) **Pages 15 to 16**.
- X** Evidence to support any written representation of fact. *Hearsay evidence may be used for the purpose of supplementing or explaining other evidence but shall not be sufficient in itself to support a finding unless it would be admissible over objection in civil actions. (Cal. Code Regs., tit. 2, § 1187.5).* Pages **20 to 21**.

**Section 8 –TEST CLAIM CERTIFICATION Pursuant to Government Code section 17553**

- X** The test claim form is signed and dated at the end of the document, under penalty of perjury by the eligible claimant, with the declaration that the test claim is true and complete to the best of the declarant's personal knowledge, information, or belief. **(page 21).**

*Read, sign, and date this section. Test claims that are not signed by authorized claimant officials pursuant to California Code of Regulations, title 2, section 1183.1(a)(1-5) will be returned as incomplete. In addition, please note that this form also serves to designate a claimant representative for the matter (if desired) and for that reason may only be signed by an authorized local government official as defined in section 1183.1(a)(1-5) of the Commission's regulations, and not by the representative.*

This test claim alleges the existence of a reimbursable state-mandated program within the meaning of article XIII B, section 6 of the California Constitution and Government Code section 17514. I hereby declare, under penalty of perjury under the laws of the State of California, that the information in this test claim is true and complete to the best of my own personal knowledge, information, or belief. All representations of fact are supported by documentary or testimonial evidence and are submitted in accordance with the Commission's regulations. (Cal. Code Regs., tit.2, §§ 1183.1 and 1187.5.)

Andre Douzajian



**Name of Authorized Local Government Official**  
pursuant to Cal. Code Regs., tit.2, § 1183.1(a)(1-5)

**Signature of Authorized Local Government Official**  
pursuant to Cal. Code Regs., tit.2, § 1183.1(a)(1-5)

Chief Financial Officer

**Print or Type Title**

04/21/2020 (Original signature 3/19/20)

**Date (revised)**

### ***Test Claim Form Sections 4-7 WORKSHEET***

***Complete Worksheets for Each New Activity and Modified Existing Activity Alleged to Be Mandated by the State and Include the Completed Worksheets with Your Filing.***

Statute, Chapter and Code Section/Executive Order Section, Effective Date, and Register Number:

Statute, Chapter and Code Section/Executive Order Section, Effective Date, and Register Number: the mandated activities specifically contained within Public Utilities Code SEC. 15. Section 132354.1(b) (2), (3), and (4), (c), (d), and (e). This section and subsections directly relate to the reimbursable provisions of this test claim. The activity cost below includes various auditor positions that have been hired or estimated to be hired. It should be pointed out that there are no duplicate positions or cost identified below rather the position classification may be repeated as SANDAG is seeking more than one auditor (position) with the same classification. Below include positions (actual and estimated) specifically to accommodate the statutory mandate section and subsections stated above. Each position and associated cost are seen as the "Activity" that will jointly share responsibility to audit and ensure that the mandated requirements are accomplished. Further, the cost associated with the auditor positions which include equipment and supplies, required training and development and professional dues and licensing are cost associated and required for government auditors. If the positions to accommodate the mandate did not exist, the associated cost would also not exist, therefore SANDAG believes that these costs are as a result of the required state mandate and are increased costs. Detail activity costs are found in sections D to F. These Activities identified tie specifically within Public Utilities Code SEC. 15. Section 132354.1(b) (2), (3), and (4), (c), (d), and (e). The activities will ensure that...The SANDAG Office of the Independent Performance Auditor (OIPA) is the official body of SANDAG to investigate allegations of 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 prioritizing its efforts by continuously facilitating an objective risk assessment. The OIPA's audit functions are designed to include timely reporting of significant issues to appropriate oversight authorities. The OIPA is also responsible for developing and recommending that the board adopt internal control guidelines. Specifically relating to amended SEC. 15. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), no requirements existed prior to 2017, nor in any of the intervening years, until the passage of Chapter 658, Statutes of 2017, filed on October 11, 2017, to mandate that SANDAG appoint an independent performance auditor who shall have the power to appoint and employee as deemed necessary (page 9 and Addendum from internet).

Activity: Independent Performance Auditor, Other staffing resources, and required associated cost

Initial FY: 18- 19 Cost: \$76,030 Following FY: 19 - 20 Cost: \$430,158.76  
Evidence (if required): See page 11 and attachments All dedicated funding sources;  
State: 0.00 Federal: 0.00 Local agency's general-purpose funds: \$0.00 Other nonlocal  
agency funds: \$136,617.28 (borrowed/temporary for only 2 years ) Fee authority to offset  
costs: \$369,571.48 (detail is located on page 14-15).

**EXHIBIT A**

**BEFORE THE  
COMMISSION ON STATE MANDATES**

Test Claim of:

San Diego Association of Governments

AB805: Activity of the Independent Performance Auditor

Chartered by Secretary of State - Chapter 658, Statutes of 2017

**STATEMENT OF THE CLAIM**

The San Diego Association of Governments (SANDAG) is eligible to claim reimbursement for state mandated cost under the California Constitution as SANDAG meets both 1) a local agency; and 2) subject to the tax and spend limitations of articles XIII A and B of the California Constitution.

SANDAG is a special district subject to the types of constitutional taxing and spending limitations that article XIII B, section 6(a) of the California Constitution (Section 6) is designed to address. Consistent with its scope of inquiry in the present case, the Commission has consistently determined that a local agency's eligibility to seek reimbursement pursuant to Section 6 depends on whether the local agency is subject to the taxing limitations in articles XIII A and XIII C and spending limitations in article XIII B of the California Constitution. Local agencies which are subject to the limitations generally qualify as a "local agency" for purposes of Section 6, while entities who are not subject to these limitations tend not to qualify. (See, e.g., Parameters and Guidelines Amendment, (Jan. 26, 2006), Animal Adoption, 04 PGA-01 and 02 (98-TC-11) (authorizing reimbursement to joint powers authority comprised of a city and/or county); Parameters and Guidelines (Amended), California Public Records Act, 02 TC-10 and 02 TC-51 (14-MR-02) (eligible claimants include any entity subject to articles XIII A, XIII, B and XIII C); Redevelopment Agency v. Comm'n on State Mandates, (1997) 55 Cal. App. 4th 976, 987 (determining that redevelopment agencies cannot obtain reimbursement for mandated activities, in part, because they are exempt from the restrictions of article XIII B).)

Articles XIII A, XIII B and XIII C provide the following limitations, in part: Article XIII A, § 4 requires a 2/3 vote of qualified electors prior to imposing special taxes; Article XIII B, § 1 prohibits local government appropriations from exceeding the appropriations limit for the entity for the prior year with limited exceptions; Article XIII C, § 1 defines "special tax" to mean "any tax imposed for specific purposes, including a tax imposed for specific purposes, which is placed into a general fund; Article XIII C, § 2 requires all taxes to be either general taxes or special taxes, prohibits special districts from adopting general taxes, and requires special taxes to be approved by 2/3 of electors.

SANDAG is authorized to levy a retail transactions and use tax in the incorporated and unincorporated territory of the county. (Pub. Util. Code, §§ 132300, 132362.) Similar to special taxes, this tax is subject to approval by a supermajority of electors and is capped at 1%. (Pub. Util. Code, § 132307.) As part of the ballot proposition to approve imposition of the tax, an appropriations limit was also required to be established. (Pub. Util. Code, § 132309.) The consolidated agency is also authorized to initiate proceedings to establish a district pursuant to the Mello-Roos Community Facilities Act of 1982, and may impose a special tax within the district, subject to approval by 2/3 of the votes cast. (Pub. Util. Code, § 132370.4.) These statutory limitations on the consolidated agency's taxing and spending authority align with the constitutional limitations on local government taxing and spending authority in articles XIII A, XIII B, and XIII C, which demonstrate that SANDAG should be considered a "local agency" subject to the tax and spend limitations of articles XIII A and B of the California Constitution, and thus eligible to seek a subvention of funds under Sec. 6.

Andre Douzdijian, SANDAG's Chief Financial Officer is an authorized designee and among those authorized to file a test claim under section 1183.1(a)(1-5) of the Commission's regulations which states that "...the general manager or other officer with authority delegated by the governing body by ordinance or resolution for a special district...".

Resolution No. RTC-2019-04 "Adoption of FY2020 Program Budget and Providing for All Authorizations Necessary and Pertinent Thereto" provide delegated authority by the Board of Directors to SANDAG's Executive Director, or his/her designee. In regard to this claim, Andre Douzjian, SANDAG's Chief Financial Officer is has been delegated by the Executive Director, Hasan Ikhata, whom was delegated by the Board of Directors. To ensure adherence to Commission Regulations, Executive Director Hasan Ikhata officially delegated specific authority to Andre Douzgian, SANDAG's Chief Financial Officer regarding AB805 for execution and submission of one or more test claims to the California Commission on State Mandates. Evidence of delegated authority and Resolution No. RTC-2019-04 is enclosed.

#### A. MANDATE SUMMARY

The statute cited above on which this test claim is based, added and amended sections of the Public Utilities Code, relating to Transportation. This test claim is geared specifically at increased cost relating the amended **SEC. 15**. Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e) which includes requirements that the San Diego Association of Governments (SANDAG) to appoint an independent performance auditor to conduct or to cause to be conducted performance audits of

all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.

As passed, Public Utilities Code SEC. 15. Section 132354.1 as amended reads as follows:

(a) The board shall arrange for a post audit of the financial transactions and records of the consolidated agency to be made at least annually by a certified public accountant.

(b) (1) The audit committee shall appoint an independent performance auditor, subject to approval by the board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the board.

(2) The independent performance auditor shall have authority to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of the consolidated agency. The auditor shall prepare annually an audit plan and conduct audits in accordance therewith and perform those other duties as may be required by ordinance or as provided by the California Constitution and general laws of the state. The auditor shall follow government auditing standards. All officers and employees of the consolidated agency shall furnish to the auditor unrestricted access to employees, information, and records, including electronic data, within their custody regarding powers, duties, activities, organization, property, financial transactions, contracts, and methods of business required to conduct an audit or otherwise perform audit duties. It is also the duty of any consolidated agency officer, employee, or agent to fully cooperate with the auditor, and to make full disclosure of all pertinent information.

(3) The auditor shall have the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the office and to prescribe their duties, scope of authority, and qualifications.

(4) The auditor may investigate any material claim of financial fraud, waste, or impropriety within the consolidated agency and for that purpose may summon any officer, agent, or employee of the consolidated agency, any claimant, or other person, and examine him or her upon oath or affirmation relative thereto. All consolidated agency contracts with consultants, vendors, or agencies will be prepared with an adequate audit provision to allow the auditor access to the entity's records needed to verify compliance with the terms

specified in the contract. Results of all audits and reports shall be made available to the public in accordance with the requirements of the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title 1 of the Government Code).

(c) The board shall develop and adopt internal control guidelines to prevent and detect financial errors and fraud based on the internal control guidelines developed by the Controller pursuant to Section 12422.5 of the Government Code and the standards adopted by the American Institute of Certified Public Accountants.

(d) The board shall develop and adopt an administration policy that includes a process to conduct staff performance evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions, and shall monitor the evaluation process on a regular basis.

(e) The board members shall make an annual report to their member agencies at a public meeting pursuant to Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5 of the Government Code, that includes a summary of activities by the consolidated agency including, but not limited to, program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.

With the passage of this mandate, SANDAG's Board of Directors have been required to hire an Independent Performance Auditor (IPA) and additional auditing resources to accommodate the amended sections eligible for reimbursement of increased cost which exceeds one thousand dollars (\$1,000) of cost as a result of the required state mandated activity.

The SANDAG Office of the Independent Performance Auditor (OIPA) is the official body of SANDAG to investigate allegations of 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 prioritizing its efforts by continuously facilitating an objective risk assessment. The OIPA's audit functions are designed to include timely reporting of significant issues to appropriate oversight authorities. The OIPA is also responsible for developing and recommending that the board adopt internal control guidelines.

## B. SANDAG LEGISLATIVE HISTORY PRIOR TO STATE MANDATE AMENDMENTS



Specifically relating to amended **SEC. 15**. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), no requirements existed prior to 2017, nor in any of the intervening years, until the passage of Chapter 658, Statutes of 2017, filed on October 11, 2017, to mandate that SANDAG appoint an independent performance auditor who shall have the power to appoint and employee as deemed necessary...

Since inception in 1980 (forty-years), SANDAG has employed one full-time internal audit positions that helped the organization to ensure a sufficient system of controls and adhere to applicable laws, rules, regulations and policies. SANDAG's previous internal auditor reported directly to management and the audit plan was approved by management. Consequently, the skeletal staff had no independence and no ability to report risk to the Board. There was not an Audit Committee to submit audit findings that reached beyond management. This position currently exists and is not be included in this mandate test claim.

In 2017, public trust was harmed as a result of misstated forecasts and cost projections. This trust has not been fully restored still today. As a result, AB805 was written with specific acts required which determined to contain costs mandated by the state.

C. SPECIFIC STATUTORY SECTIONS THAT CONTAIN THE MANDATED ACTIVITIES

As related above, the mandated activities specifically contained within Public Utilities Code SEC. 15. Section 132354.1(b) (2), (3), and (4), (c), (d), and (e). This section and subsections directly relate to the reimbursable provisions of this test claim.

The detailed activity cost below includes various auditor positions that have been hired or estimated to be hired. It should be pointed out that there are no duplicate positions or cost identified below rather the position classification may be repeated as SANDAG is seeking more than one auditor (position) with the same classification.

Below include positions (actual and estimated) specifically to accommodate the statutory mandate section and subsections stated above. Each position and associated cost are seen as the "Activity" that will jointly share responsibility to audit and ensure that the mandated requirements are accomplished.

Further, the cost associated with the auditor positions which include equipment and supplies, required training and development and professional dues and licensing are cost associated and required for government auditors and professional auditing standards which are required to be followed according to AB805. If the positions to accommodate the mandate did not exists, the associated cost would

also not exist, therefore SANDAG believes that these costs are as a result of the required state mandate and are increased costs.

Below in sections D to F are Activities identified that tie specifically within Public Utilities Code SEC. 15. Section 132354.1(b) (2), (3), and (4), (c), (d), and (e). The activities will ensure that...

The SANDAG Office of the Independent Performance Auditor (OIPA) is the official body of SANDAG to investigate allegations of 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 prioritizing its efforts by continuously facilitating an objective risk assessment. The OIPA's audit functions are designed to include timely reporting of significant issues to appropriate oversight authorities. The OIPA is also responsible for developing and recommending that the board adopt internal control guidelines.

**FISCAL YEAR 2018/19 - Fiscal Year for which the claim was filed to implement the alleged mandate (Worksheet page 5).**

**D. ACTUAL COST FOR FISCAL YEAR 2018/19 April 2, 2018 to June 23, 2019**

**1. Implementation Costs Commenced in Fiscal Year 2018-19**

- a. **MKH- IPA-** Independent Performance Auditor Annual Sal and Benefits \$74,567.29
- b. Professional Membership \$480
- c. **JK – General Counsel** - Legal Support \$982.79

**Total Increased Cost April 2, 2019 – June 23, 2019 \$76,030**

**Funding Source: Member Assessments**

**FISCAL YEAR 2019/20 – Actual and estimated annual cost that has or will be incurred by claimant to implement the mandate during the fiscal year immediately following the fiscal year of which the claim was filed (Statewide and SANDAG - Grand Total Actual (\$295,537.61) and Estimated (\$134,621.15) cost FY 20-21 \$430,158.76 to worksheet page 5).**

**E. ACTUAL COST FOR FISCAL YEAR 2019-20 \$295,537.61 (specific date detailed below)**

**1. Actual Cost incurred in Fiscal Year 2019-20 (July 1 to April 29, 2020)**

- a. **IPA (MKH)** - Independent Performance Auditor (Sal and Ben) \$225,157.73
- b. Travel \$971.56
- c. Office Supplies \$144.37

d. Professional Software \$168  
Total Annual Increased Cost \$226,441.66  
Funding Source: Member Assessments

2. Actual Cost Incurred in **Fiscal Year 2019-20 (January 2, 2019 to April 29, 2020)**

**PMIA (CCO)**- Principal Management Internal Auditor (Sal and Ben) \$53, 925.17  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

3. Actual Cost Incurred in **Fiscal Year 2019-20 (January 2, 2019 to April 29, 2020)**

**INTERN (RO)**- Principal Management Internal Auditor (Sal and Ben) \$7,217.54  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

4. Actual Cost Incurred in **Fiscal Year 2019-20 (January 2, 2019 to April 29, 2020)**

**INTERN (MR)**- Principal Management Internal Auditor (Sal and Ben) \$7,953.25  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

F. ESTIMATED ANNUAL COST FOR **FISCAL YEAR 19-20 (April 30 to June 30, 2020) of \$134,621.15 (detailed below)**

1. Estimated Cost in Fiscal Year 2019-20 (April 30 – June 30, 2020)

IPA (MKH) Independent Performance Auditor Sal and Ben \$65,883.75  
Funding Source: Member Assessments

2. Estimated Cost in Fiscal Year 2019-20 (April 30 – June 30, 2020)

PMIA (CCO) Principal Management Internal Auditor Sal and Ben \$47,302.80  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

3. Estimated Cost in Fiscal Year 2019-20 (April 30 – June 30, 2020)

INTERN (RO) Audit Intern Sal and Ben \$6,342.30  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

4. Estimated Cost in Fiscal Year 2019-20 (April 30 – June 30, 2020)

INTERN (RO) Audit Intern Sal and Ben \$6,342.30  
Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

5. Estimated Cost for Other Associated Cost for the Office of the IPA (April 30 – June 30, 2020)

- a. Equipment and Other Supplies \$ (250 x 5 staff) \$1,250
- b. Training and Professional Development \$ 5,000
- c. Audit related Travel \$2,000
- d. Professional Dues and Licensing \$500

Total other Associated Cost for the Office of the IPA \$8,750

Funding Source: Other nonlocal agency funds – borrowed / temp (2 yrs)

**Grand Total Actual (\$295,537.61) and Estimated (\$134,621.15) cost FY 19/20 \$430,158.76 (to worksheet page 5).**

**ONGOING ACTUAL AND ESTIMATED COST FY20/21 FORWARD (ADDITIONAL  
INFORMATION ONLY)**

G. On- going Costs – The costs identified below will be ongoing increased cost to accommodate the required mandate as defined in Section A.

6. Cost to be incurred in Fiscal Year 2019-20 forward
  - a. IPA - Independent Performance Auditor Annual Sal and Benefits \$294,830
  - b. Equipment and other Office Supplies \$3,500 annually
  - c. Required Training and Development and Related Travel \$7,000 annually
  - d. Professional dues and licensing \$2,000 annuallyTotal Annual Increased Cost \$307,330  
Funding Source: Member Assessments
7. Cost incurred in Fiscal Year 2020-21 forward
  - a. PMIA- Principal Management Internal Auditor Annual Sal and Benefits \$211,680
  - b. Equipment and other Office Supplies \$3,500 annually
  - c. Required Training and Development and Related Travel \$7,000
  - d. Professional dues and licensing \$1,000Total Annual Increased Cost \$223,180  
Funding Source: Other nonlocal agency funds – temporary
8. Estimated Cost in Fiscal Year 2020-21 forward
  - a. AA1- Associate Auditor \$108,700
  - b. Equipment and other Office Supplies \$3,500 annually
  - c. Required Training and Development and Related Travel \$7,000
  - d. Professional dues and licensing \$1,000Total Annual Increased Cost \$ 120,200  
Funding Source: proposed state mandate
9. Estimated Cost in Fiscal Year 2020-21 forward
  - a. AA2- Associate Auditor \$108,700
  - b. Equipment and other Office Supplies \$3,500 annually
  - c. Required Training and Development and Related Travel \$7,000
  - d. Professional dues and licensing \$1,000Total Annual Increased Cost \$ 120,200  
Funding Source: proposed state mandate
10. Estimated Cost in Fiscal Year 2020-21 forward

- a. A1- Auditor I/II \$89,400
- b. Equipment and other Office Supplies \$3,500 annually
- c. Required Training and Development and Related Travel \$7,000
- d. Professional dues and licensing \$1,000
- Total Annual Increased Cost \$ 100,900
- Funding Source: proposed state mandate

11. Estimated Cost in Fiscal Year 2020-21 forward

- a. A2- Auditor I/II \$89,400
- b. Equipment and other Office Supplies \$3,500 annually
- c. Required Training and Development and Related Travel \$7,000
- d. Professional dues and licensing \$1,000
- Total Annual Increased Cost \$ 100,900
- Funding Source: proposed state mandate

12. Estimated Cost in Fiscal Year 2020-21 forward

- a. Administrative Support Staff \$77,250
- b. Equipment and other Office Supplies \$3,500 annually
- c. Training and Development \$3,000
- Total Annual Increased Cost \$ 83,750
- Funding Source: proposed state mandate

13. Estimated Contracted Services for Legal and Other IPA support Services Fiscal  
Year 2020-21 Forward of \$100,000

- Total Annual Increased Cost \$ 100,000
- Funding Source: proposed state mandate

Total ongoing actual and estimated cost FY 20-21 forward \$1,156,460 **(informational only)**

H. DEDICATED FUNDING SOURCES FOR THIS MANDATE

**FY 2018-19**

State: \$0.00

Federal: \$0.00

Local agency's general-purpose funds: 0.00

Other nonlocal agency funds:

Fee authority to offset costs: \$76,030 **(first cost incurred 4/2/2019)**

**FY 2019-20**

State: \$0.00

Federal: \$0.00

Local agency's general-purpose funds: 0.00

Other nonlocal agency funds: \$136,617.28 (borrowed/temporary funding source 2 years)

Fee authority to offset costs: \$293,541.48 (membership fees)

I. STATEWIDE COST ESTIMATES OF ALL LOCAL AGENCIES RELATING TO THIS  
MANDATE - (FY19/20)

This test claim specifically relates to amended **SEC. 15**. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e). This referenced section of which this test claim is being filed, solely relate to the state-imposed acts that are specific to SANDAG who will bear the full increased activity and costs to carry out this section of the mandate. The detailed for this calculation is found in **section E and F above in the amount of Total Actual (\$295,537.61) and Estimated (\$134,621.15) cost FY 19/20 \$430,158.76 (page 11-12).**

J. REIMBURSABLE COSTS MANDATED BY THE STATE

The costs incurred by SANDAG as a result of the statute included in the test claim are all reimbursable costs as such costs are "costs mandated by the State" under Article XIII B (6) of the California Constitution, and Section 17500 et seq. Of the Government Code. Section 17514 of the Government Code defines "costs mandated by the state", and specifies the following three requirements:

1. There are "increased costs which a local agency is required to incur after July 1, 1980."
2. The costs are incurred "as a result of any statute enacted on or after January 1, 1975."
3. The costs are the result of "a new program or higher level of service of an existing program within the meaning of Section 6 of Article XIII B of the California Constitution. "

All three of the above requirements for finding costs mandated by the State are met as described previously herein.

K. MANDATE: MEETS BOTH SUPREME COURT TESTS

The mandate created by these three statutes clearly meets both tests that the Supreme Court in the *County of Los Angeles v. State of California* (1987) created for determining what constitutes a reimbursable state mandated local program. Those two tests, which the Commission on State Mandates relies upon to determine if a reimbursable mandate exists, are the "unique to government" and the "carry out a state policy" tests. Their application to this test claim is discussed below.

Mandate is Unique to SANDAG - a Local Government Entity

The statutory scheme set forth above imposes a unique requirement on SANDAG as a local government. AB805, specifically relating to amended **SEC. 15**. Section 132354.1 (b)(2), (3), and (4), (c), (d), and (e), requires SANDAG to appoint an independent performance auditor, who is given the power to employ or appoint necessary resources. The IPA is given unique authority to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of the consolidated agency and investigate any material claim of financial fraud, waste, or impropriety within the consolidated agency and for that purpose may summon any officer, agent, or employee of the consolidated agency, any claimant, or other person, and examine him or her upon oath or affirmation relative thereto. Consequently, only SANDAG as an entity of local government is responsible for fulfilling these amended mandated acts. This mandate only applies to SANDAG.

Mandate Carries Out a State Policy

From the legislation, specifically relating to amended **SEC. 15**. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), it is clear that the state wishes there to be independent audit oversight with the ability to employ sufficient audit resources that would help prevent potential fraud, waste, and abuse of public funds managed by SANDAG, to ensure that good systems of controls exists, and that SANDAG is transparent, held accountable, and is operating efficiently and effectively while acting in the best interest of the public.

In summary, the statute mandates that SANDAG appoint an independent performance auditor and employ sufficient audit resources, to perform duties that essentially help prevent fraud, waste, and abuse. To this end, SANDAG has had to appoint an independent performance auditor, employ and has plans to employ sufficient audit staff in order to comply with this legislation. Further, the cost associated with the activity cost, including equipment and supplies, training and development, and professional fees and licensing are required as a government auditor and under professional auditing standards which are required to be followed according to AB805, and are or will be incurred as a result of the position. If the mandate did not exist, the activity cost, including the associated cost would not exist, therefore SANDAG believes the total activity cost identified are increased cost as a result of a state mandate.

L. STATE FUNDING DISCLAIMERS ARE NOT APPLICABLE

There are seven disclaimers specified in Government Code, Section 17556 which could serve to bar recovery of "costs mandated by the State", as defined in

Government Code, Section 17556. None of the seven disclaimers apply to this test claim:

- a) The claim is submitted by a local agency or school district which requests legislative authority for that local agency or school district to implement the Program specified in the statutes, and that statute imposes costs upon the local agency or school district requesting the legislative authority.
- b) The statute or executive order affirmed for the State that which had been declared existing law or regulation by action of the courts.
- c) The statute or executive order implemented a federal law or regulation and resulted in costs mandated by the federal government, unless the statute or executive order mandates costs which exceed the mandate in that federal law or regulation.
- d) The local agency or school district has the authority to levy service charges, fees or assessments **sufficient** to pay for the mandated program or increased level of service (**Please see explanation relating to this disclaimer below**).
- e) The statute or executive order provides for offsetting savings to local agencies or school districts **which result in no net costs** to the local agencies or school districts or includes additional revenue that was specifically intended to fund the costs of the State mandate in an amount sufficient to fund the cost of the State mandate.
- f) The statute or executive order-imposed duties which were expressly included in a ballot measure approved by the voters in a Statewide election.
- g) The statute created a new crime or infraction, eliminated a crime or infraction, or changed the penalty for a crime or infraction, but only for that portion of the statute relating directly to the enforcement of the crime or infraction.

Though SANDAG has the ability to and has assessed membership assessment fees to board members that represent the county and cities around the San Diego Region, the amounts collected are **not sufficient** to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG **doubled** membership assessments fees to help recover some of the increased cost that resulted from the state-imposed mandate. Since April of 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residuals cost associated with the state-imposed mandate. The amounts collected are not sufficient and do result in cost incurred that are fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim; *for neither d or e (above) would be applicable*. Test Claim Form Sections 4-7 Worksheet will reflect the amount of assessments collected as an offset to the total cost and is identified under the fee authority to offset costs section.



Specifically relating to amended SEC. 15. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), none of the above disclaimers have any application to SANDAG's test claim. Though SANDAG has the authority to collect membership fees, and has, disclaimer (d) or (e) above, do not apply. SANDAG does not collect fees that are sufficient to fully cover the increased cost associated with mandated program or increased level of service that has been imposed by the State. As recognized by the California Supreme Court in Dept. of Finance v. Commission on State Mandates (Kern High School District) (2003) 30 Cal.4th 727, state reimbursement for a mandated program may be required notwithstanding the availability of partial funding for that program if the funding provided would not fully cover the compliance costs. (Id. at pp. 747-748.)

SANDAG's Membership Fee Assessment Authority states:

"PUC 132354 states in part: "The consolidated agency shall have and may exercise all rights and powers, expressed or implied, that are necessary to carry out the purposes and intent of this chapter, including, but not limited to, the power to do all of the following: . . . (h) To fix and collect fees for any services rendered by it.

Article VI, Section 2. of the SANDAG Bylaws states: Responsibility for supplying funds for that portion of the budget for SANDAG, which is to be supplied by the Member Agencies, as adopted by the Board of Directors, shall be divided among the Member Agencies based on their population with each Member Agency including within its budget as funds to be supplied to SANDAG that sum of money determined by taking the ratio its population bears to the total population of the region and multiplying it by that portion of the approved budget to be supplied by the Member Agencies. Payment of this determined sum of money shall be made by each Member Agency by July 15 of each year. If payment by a Member Agency has not been made by September 1 of each year, that Member Agency shall no longer vote as a member of the Board of Directors. A delinquent Member Agency will be allowed to vote when full payment has been made, including interest computed from July 15 at the established legal rate."

Further, in review of other state mandated perimeters and guidelines of test claims approved by the Commission on State Mandates the following statement is embedded. *Per P&G's for the Administrative License Suspension - Per Se (98-TC-16):*

## **"VII. OFFSETTING SAVINGS AND REIMBURSEMENTS**

Any offsetting savings the claimant experiences in the same program as a result of the same statutes or executive orders found to contain the mandate shall be deducted from the costs claimed. ***In addition, reimbursement for this mandate received from any source, including but not limited to, service fees collected, including fees collected pursuant to Vehicle Code section 14905;*** federal funds and other state funds; and grant monies received by the state and passed through to local agencies ( obtained by Public Law 100-690, which added United States Code, title 23, sections 408 and 410), shall be identified and deducted from this claim."

In 2019, SANDAG doubled membership assessment fees to cover the cost associated with the position of the Independent Performance Auditor on an annual basis (FY19/20). This amount will be applied as an annual offset to the total cost which include other audit resources and support staff necessary to carry out the state-imposed mandate. However, the assessment fees are not sufficient and do not fully cover the cost of other audit staff and associated cost required in order to accommodate the mandate.

## **Conclusion**

The enactment of Chapter 658, Statutes of 2017, specifically relating to amended SEC. 15. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), imposed a new state mandated program and cost on SANDAG, by requiring it to appoint an independent performance auditor and employee sufficient audit resources, to bring independent oversight that would help to prevent fraud, waste, and abuse. The mandated program meets all the criteria and tests for the Commission on State Mandates to find a reimbursable state mandated program. None of the identified disclaimers or other statutory or constitutional provisions that would relieve the State from its constitutional obligation to provide reimbursement have any application to this claim including (d) and (e) above, as the assessment fees are not sufficient enough to fully offset the total cost associated with the imposed state imposed mandate. Lastly, the activity cost identified include cost associated with audit positions that are required as a government auditor and professional auditing standards required to be followed according to AB805 and are or will be incurred as a result of the position. If the state mandated activity was not required, the positions would not be required, and the cost associated with the positions would not exist. Therefore, SANDAG believes that the associated activity cost is increased cost as a result of the activity cost required to accommodate the state mandated statutes, acts, sections and subsections.

#### M. CLAIM REQUIREMENTS

The following elements of this test claim are provided pursuant to Section 1183.1

(a) (1-5), Title 2, of the California Code of Regulations:

Attached Addendum 1: Chapter 658, Statutes of 2017

#### **CLAIM CERTIFICATION AND WRITTEN REPRESENTATION**

As SANDAG's Chief Financial Officer I can attest with *personal knowledge* and in some cases hearsay that this test claim and narrative was assembled using reliable financial data supported with general ledgers, payroll, budget and other costs center sources to compile the actual and estimated activity cost detailed starting on **page 11 Section D through Section F**. Additionally, funding sources are also specific and detailed starting on **page 14 Section H**. Specific dates, activity and cost are included in detail starting on page 11 and funding sources detailed on page 14 are true and accurate. I further attest that the first incurred cost for this mandate test claim for began on **April 2, 2019 (FY18/19)** which is supported with sufficient and accurate payroll records and employment contracts. The ledgers, payroll, and other data used to compile the cost in some cases may be conceived as Hearsay. Therefore, please find attached, evidence consisting of an excel spreadsheet with compiled payroll data that is further supported with SANDAG's payroll general ledger for the Office of the Independent Auditor. This added evidence should be considered a sufficient source document derived and extracted directly from SANDAG's system of record for the actual cost incurred as a result of the state mandate in FY18/19 and FY19/20.


According to the Commission Hearsay and Personal Knowledge evidence may be used for the purpose of sufficient evidence if it would be admissible over objection in civil actions.

The foregoing facts are known to me personally and in some cases hearsay where I did not directly enter cost information into the accounting system, however still having been the approver or reviewer of the information. I am personally conversant with the foregoing facts, and if so required, I could and would testify to the statements made herein.

I declare under penalty of perjury under the laws of the State of California that the statements made in this document are true and complete to the best of my *personal knowledge*, information and belief, and *direct or indirect approval* as to all matters, I believe them to be true.

Further, additional evidence is provided starting on page 20 "**DECLARATION OF ANDRE DOUZDJIAN**".

Revised and executed this 21st day of April 2020, at San Diego, California, by:

  
\_\_\_\_\_  
Andre Douzjian, (*Delegated Authority*)  
Chief Financial Officer  
SANDAG  
401 B Street, Suite 800  
San Diego CA 92010  
619-699-6931 (wk.)  
619-699-1905 (fax)  
Andre.Douzjian@sandag.org

**DECLARATION OF ANDRE DOUZDJIAN**

I, Andre Douzjian, make the following declaration under oath:

I am the Chief Financial Officer for SANDAG, and as part of my duties, I am also the person responsible to ensure SB 90 claims are accurately reported. As part of my duties, I would be responsible for the complete and timely recovery of costs mandated by the State.

I declare that I have examined the State mandated duties and resulting costs, in implementing the subject law, and find that such costs are, in my opinion, "costs mandated by the State", as defined in Government Code, Section 17514:

"'Costs mandated by the State' means any increased costs which a local agency or school district is required to incur after July 1, 1980, as a result of any statute enacted on or after January 1, 1975, or any executive order implementing any statute enacted on or after January 1, 1975, which mandates a new program or higher level of service of an existing program within the meaning of Section 6 of Article XIII B of the California Constitution."

I declare that the actual cost commenced on April 2, 2019 to June 30, 2019 (FY18/19), continued incurred cost from July 1, 2019 to April 29, 2020, additional

added cost from January 2, 2020 to April 29, 2020 (FY19/20), and estimated annual increased costs from April 30, 2020 to June 30, 2020 (FY19/20) has been or will be incurred by SANDAG to implement the alleged mandate as stated, starting on page 11, Section D through F are supported and accurate.

I declare that the identified funds stated, starting on page 14 Section H are accurate in regards to all local, state, or federal funds, and fee authority that may be used to offset the increased costs that will be incurred by SANDAG to implement the alleged mandate, including direct and indirect costs.

I declare that the described new activities performed to implement specified provisions of the new statute or executive order alleged to impose a reimbursable state-mandated program specifically regarding the enactment of Chapter 658, Statutes of 2017, specifically relating to amended SEC. 15. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), which imposed a new state mandated program and cost on SANDAG, by requiring it to appoint an independent performance auditor and employee sufficient audit resources, to bring independent oversight that would help to prevent fraud, waste, and abuse. Furthermore, the activity cost identified include cost associated with audit positions that are required as a government auditor and professional auditing standards required to be followed according to AB805 and are or will be incurred as a result of the position. If the state mandated activity was not required, the positions would not be required, and the cost associated with the positions would not exist. Therefore, as the CFO I believe that the associated activity cost is increased cost as a result of the activity cost required to accommodate the state mandated statutes, acts, sections and subsections.

I declare that the activity described on the attached Addendum specifically relating to amended SEC. 15. Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e), which imposed a new state mandated program and cost on SANDAG has created a state mandate (**Attached Addendum page 15-16**). Further I declare that under **SEC. 19.** which states that "If the Commission on State Mandates determines that this act contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made pursuant to Part 7 (commencing with Section 17500) of Division 4 of Title 2 of the Government Code" that SANDAG has a state mandate imposed that contains acts due to cost mandated by the state (**Attached Addendum page 17, last paragraph**).

Link Source [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201720180AB805](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB805)

I further declare that the period of reimbursement and payments received for full reimbursement of costs for a legislatively determined mandate pursuant to [Government Code section 17573](#), and the authority to file a test claim pursuant to paragraph (1) of subdivision (c) of [Government Code section 17574](#) exist for this test claim. The first cost incurred on April 2, 2019 to June 30, 2019 (FY 18/19) with continued incurred cost added for the period of July 1, 2019 to April 29, 2020, additional incurred cost from January 2, 2020 to April 29, 2020 (FY 19/20) and estimated cost for the period of April 30, 2020 to June 30, 2020 (FY 19/20).

I further declare that all documents referenced in this certification including but not limited to the referenced ledgers, payroll, and other data used to compile the cost were made in the regular course of a business, and were created at or near the time of the transactions which they reflect. As the Chief Financial Officer of SANDAG I am the custodian of the records and I certify that each such record truly and accurately represents the information contained therein.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct of my own personal knowledge, information or belief, and as to those matters, I believe them to be true. I am personally conversant with the foregoing facts, and if so required, I could and would testify to the statements made herein.

Revised and executed this 21st day of April 2020 at San Diego, California.



Andre Douzjian (*Delegated Authority*)

Chief Financial Officer

SANDAG

401 B Street, Suite 800

San Diego CA 92010

619-699-6931 (wk.)

619-699-1905 (fax)

Andre.Douzjian@sandag.org

*Enclosures*

**Board Resolution No. RTC-2019-04**

**Delegation of Authority Official Email AB805 Test Claim**

**Addendum Chapter 658, Statutes of 2017**

**Additional Evidence of incurred cost FY18-19 and FY19-20**

source [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201720180AB805](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB805)


[Home](#)
[Bill Information](#)
[California Law](#)
[Publications](#)
[Other Resources](#)
[My Subscriptions](#)
[My Favorites](#)

### AB-805 County of San Diego: transportation agencies. (2017-2018)

SHARE THIS:



Date Published: 10/12/2017 02:00 PM

## Assembly Bill No. 805

### CHAPTER 658

An act to amend Sections 120050.2, 120051.6, 120102.5, 125102, 132351.1, 132351.2, 132351.4, 132352.3, 132354.1, 132360.1, and 132362 of, to add Sections 120221.5, 125222.5, and 132354.7 to, to add Article 11 (commencing with Section 120480) to Chapter 4 of Division 11 of, to add Article 9 (commencing with Section 125480) to Chapter 4 of Division 11.5 of, and to repeal Sections 120050.5 and 120051.1 of, the Public Utilities Code, relating to transportation.

[ Approved by Governor October 11, 2017. Filed with Secretary of State October 11, 2017. ]

### LEGISLATIVE COUNSEL'S DIGEST

AB 805, Gonzalez Fletcher. County of San Diego: transportation agencies.

(1) Existing law provides for the consolidation of certain regional transportation planning, programming, and related functions in San Diego County from various existing agencies including the San Diego Association of Governments (SANDAG), the San Diego Metropolitan Transit Development Board, also known as the San Diego Metropolitan Transit System (MTS), and the North County Transit District (NCTD).

Existing law provides for the consolidated agency, commonly known as SANDAG, to be governed by a board of directors of 21 city and county members selected by the governing body of each member agency. Existing law provides that the officers of the board are the chairperson and the vice chairperson.

This bill would require the mayor and the president of the city council of the City of San Diego to serve on the board. The bill would delete the requirement for the chair of the County of San Diego Board of Supervisors to serve on the board. The bill would also revise the selection of alternate members of the board. The bill would require that the chairperson and vice chairperson be elected by the membership of the board every 2 years or when a vacancy exists by the weighted vote process and that the chairperson and the vice chairperson not represent the same subregion.

Existing law, in order for the SANDAG board to act on any item, generally requires a majority vote of the members present on the basis of one vote per agency as well as a weighted vote pursuant to a specified process, except in the case of consent items.

This bill would modify the weighted vote process.

Existing law provides for SANDAG to have 4 standing policy advisory committees named the executive, transportation, regional planning, and borders committees.

This bill would increase the membership of the transportation committee from 9 to 10 members and would additionally provide for an audit committee with specified responsibilities, including the appointment of an

independent performance auditor. The bill would require SANDAG to submit an annual report to the Legislature, developed by its transportation committee, that outlines various matters related to public transit.

Existing law provides for the consolidated agency to prepare a regional comprehensive plan containing various elements, as specified.

This bill would require the regional comprehensive plan to address greenhouse gas emissions reduction targets set by the State Air Resources Board and would require the plan to include strategies that provide for mode shift to public transportation. The bill would also require the board members of the consolidated agency to make an annual report to their member agencies at a public meeting that includes a summary of the activities of the consolidated agency, including, but not limited to, program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.

(2) Existing law creates MTS and NCTD, with various public transit responsibilities in the southern and northern parts of the County of San Diego, respectively. Existing law provides for MTS to be governed by a board of 15 members generally consisting of city and county representatives selected by member agencies. Existing law provides that the chairperson of the MTS board is a resident of the County of San Diego selected by the board, as specified.

This bill would require one of the 4 San Diego City Council members on the MTS board to be the mayor. The bill would grant to the City of Chula Vista a 2nd member, who would be the mayor. The bill would require the chairperson of the MTS board to be selected by the board. The bill would also revise the process for selecting alternate members of the MTS board.

Existing law generally provides that official acts of the MTS or NCTD board require the affirmative vote of the majority of the members of the board, except that a weighted vote of the MTS board may be requested pursuant to a specified process.

This bill would create a similar weighted voting process for NCTD and modify the weighted voting process for the MTS.

Existing law authorizes various transportation agencies, including SANDAG, to impose a transactions and use tax for transportation purposes within its jurisdiction, subject to approval of  $\frac{2}{3}$  of the voters and various other requirements. Existing law provides for issuance of bonds backed by these tax revenues, as specified.

This bill would additionally authorize MTS and NCTD to individually impose a specified transactions and use tax within their respective portions of the County of San Diego, with revenues to be used for public transit purposes, as specified, serving their jurisdictions, and to issue bonds backed by these tax revenues, subject to similar requirements.

The bill would authorize the MTS and the NCTD to increase the amount of the necessary preparatory costs incident to the administration and operation of the ordinance imposing a transactions and use tax. The bill would also require the MTS and the NCTD to provide to the California Department of Tax and Fee Administration, within 45 days of the approval of the ordinance by the voters, a complete alphabetical list of all streets within the affected unincorporated area of their respective jurisdictions, maintain that list on their Internet Web sites, and provide a specified legal description and a map or plat.

Existing law authorizes the board of the MTS, the NCTD, and the consolidated agency to enter into and perform all necessary contracts to construct or develop property for transit purposes, including, but not limited to, employing labor and doing all acts necessary and convenient for the full exercise of the powers granted to each of these agencies.

This bill would prohibit the MTS, the NCTD, and the consolidated agency from entering into a construction contract over \$1,000,000 with any entity unless the entity provides to each agency an enforceable commitment that the entity and its subcontractors at every tier will use a skilled and trained workforce to perform all work on the project or a contract that falls within an apprenticeship occupation in the building and construction trades, except as specified.

(3) Existing law provides that if the consolidated agency provides compensation to the County of San Diego for the cost of including an ordinance or measure on the ballot, the consolidated agency may call an election, including an advisory election, in the county on any ordinance or measure regarding the governance of or matters related to the powers, privileges, or duties of the consolidated agency, including, but not limited to,



merger or complete consolidation of the transit boards. However, existing law also provides that a complete consolidation requires enactment of a statute by the Legislature.

This bill would require that any ordinance or measure adopted pursuant to these provisions be consistent with, and not in conflict with, any other statutory provisions governing the consolidated agency.

(4) By imposing additional requirements on local agencies, this bill would impose a state-mandated local program.

The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that, if the Commission on State Mandates determines that the bill contains costs mandated by the state, reimbursement for those costs shall be made pursuant to the statutory provisions noted above.

Vote: majority Appropriation: no Fiscal Committee: yes Local Program: yes

## THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

**SECTION 1.** Section 120050.2 of the Public Utilities Code is amended to read:

**120050.2.** The board consists of 15 members selected as follows:

(a) One member of the County of San Diego Board of Supervisors, appointed by the board of supervisors.

(b) One member of each city council appointed individually by the city councils of the Cities of Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee.

(c) Four members of the City Council of the City of San Diego, one of whom shall be the mayor, and two members of the City Council of the City of Chula Vista, one of whom shall be the mayor, each appointed by their respective city council.

(d) The chairperson of the board shall be selected by a two-thirds vote of the board, a quorum being present. The chairperson shall serve for a term of two years, except that he or she is subject to removal at any time by a two-thirds vote of the board, a quorum being present.

**SEC. 2.** Section 120050.5 of the Public Utilities Code is repealed.

**SEC. 3.** Section 120051.1 of the Public Utilities Code is repealed.

**SEC. 4.** Section 120051.6 of the Public Utilities Code is amended to read:

**120051.6.** The alternate members of the board shall be appointed as follows:

(a) The County of San Diego Board of Supervisors shall appoint a county supervisor, not already appointed under Section 120051, who represents one of the two supervisorial districts with the greatest percentage of its area within the incorporated area of the County of San Diego within the area under the jurisdiction of the transit development board as defined in Section 120054, to serve as an alternate member of the transit development board.

(b) The city councils of the cities specified in subdivision (b) or (c) of Section 120050.2 shall each individually appoint a member of their respective city councils not already appointed pursuant to subdivision (b) or (c) of Section 120050.2 to serve as an alternate member of the transit development board for each member of the city on the board.

(c) At its discretion, a city council or the county board of supervisors may appoint a second alternate member, in the same manner as first alternates are appointed, to serve on the board in the event that neither a member nor the alternate member is able to attend a meeting of the board.

(d) An alternate member and second alternate member shall be subject to the same restrictions and shall have the same powers, when serving on the board, as a member.

**SEC. 5.** Section 120102.5 of the Public Utilities Code is amended to read:

**120102.5.** (a) A majority of the members of the board constitutes a quorum for the transaction of business. All official acts of the board require the affirmative vote of the majority of the members of the board present. However, after a vote of the members is taken, a weighted vote may be called by the members of any two jurisdictions.

(b) In the case of a weighted vote, the County of San Diego and each city shall, in total, exercise 100 votes to be apportioned annually based on population, except in the case of the City of San Diego. Each of the four representatives of the City of San Diego shall exercise 12  $\frac{1}{2}$  weighted votes, for a total of 50 votes. The representatives for the City of Chula Vista shall split the votes allocated to that city evenly among its representatives.

(c) Approval under the weighted vote procedure requires the vote of the representatives of not less than three jurisdictions representing not less than 51 percent of the total weighted vote to supersede the original action of the board.

(d) When a weighted vote is taken on any item that requires more than a majority vote of the board, it shall also require the supermajority percentage of the weighted vote.

(e) For purposes of subdivision (b), the population of the County of San Diego is the population in the unincorporated area of the county within the area of jurisdiction of the transit development board pursuant to Section 120054.

(f) The board shall adopt a policy and procedure to implement this section.

**SEC. 6.** Section 120221.5 is added to the Public Utilities Code, to read:

**120221.5.** The board shall not enter into a construction contract over one million dollars (\$1,000,000) with any entity unless the entity provides to the board an enforceable commitment that the entity and its subcontractors at every tier will use a skilled and trained workforce to perform all work on the project or a contract that falls within an apprenticeship occupation in the building and construction trades in accordance with Chapter 2.9 (commencing with Section 2600) of Part 1 of Division 2 of the Public Contract Code.

(a) This subdivision shall not apply if any of the following requirements are met:

(1) The board has entered into a project labor agreement that will bind all contractors and subcontractors performing work on the project or the board has contracted to use a skilled and trained workforce and the entity has agreed to be bound by that project labor agreement.

(2) The project or contract is being performed under the extension or renewal of a project labor agreement that was entered into by the board before January 1, 2017.

(3) The entity has entered into a project labor agreement that will bind the entity and all its subcontractors at every tier performing the project or the entity has contracted to use a skilled and trained workforce.

(b) For purposes of subdivision (a), "project labor agreement" has the same meaning as defined in paragraph (1) of subdivision (b) of Section 2500 of the Public Contract Code.

**SEC. 7.** Article 11 (commencing with Section 120480) is added to Chapter 4 of Division 11 of the Public Utilities Code, to read:

**Article 11. Transactions and Use Tax**

**120480.** (a) A retail transactions and use tax ordinance applicable in the incorporated and unincorporated territory within the area of the board pursuant to Section 120054 shall be imposed by the board in accordance with Section 120485 and Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code, and Section 2 of Article XIII C of the California Constitution. The tax ordinance shall take effect at the close of the polls on the day of election at which the proposition is adopted. The initial collection of the transactions and use tax shall take place in accordance with Section 120483.

(b) If, at any time, the voters do not approve the imposition of the transactions and use tax, this chapter remains in full force and effect. The board may, at any time thereafter, submit the same, or a different, measure to the voters in accordance with this chapter.

**120481.** (a) The board, in the ordinance, shall state the nature of the tax to be imposed, the tax rate or the maximum tax rate, the purposes for which the revenue derived from the tax will be used, and may set a term during which the tax will be imposed. The purposes for which the tax revenues may be used shall be limited to public transit purposes serving the area of jurisdiction of the board, as determined by the board, including the administration of this division and legal actions related thereto. These purposes include expenditures for the planning, environmental reviews, engineering and design costs, and related right-of-way acquisition. The ordinance shall contain an expenditure plan that shall include the allocation of revenues for the purposes authorized by this section.

(b) As used in this section, "public transit purposes" includes the public transit responsibilities under the jurisdiction of the board as well as any repair, redesign, or ongoing maintenance of a right-of-way upon which transit is intended to travel, or any bikeway, bicycle path, sidewalk, trail, pedestrian access, or pedestrian accessway.

**120482.** (a) The county shall conduct an election called by the board pursuant to Section 120480.

(b) The election shall be called and conducted in the same manner as provided by law for the conduct of elections by a county.

**120483.** (a) Any transactions and use tax ordinance adopted pursuant to this article shall be operative on the first day of the first calendar quarter commencing more than 150 days after adoption of the ordinance.

(b) (1) Prior to the operative date of the ordinance, the board shall contract with the California Department of Tax and Fee Administration to perform all functions incident to the administration and operation of the ordinance. The costs to be covered by the contract may also include services of the types described in Section 7272 of the Revenue and Taxation Code for preparatory work up to the operative date of the ordinance. Any disputes as to the amount of the costs shall be resolved in the same manner as provided in that section.

(2) Notwithstanding Section 7272 of the Revenue and Taxation Code, the maximum amount of preparatory costs incurred may exceed those costs as described in paragraph (1), if the increased amount reflects necessary preparatory costs.

(c) Within 45 days from the date the ordinance is approved by the voters, the board shall provide the California Department of Tax and Fee Administration with a complete alphabetical list of all streets within the affected unincorporated area under the jurisdiction of the board pursuant to Section 120054, which shall include beginning and ending street numbers, and shall maintain that list on its Internet Web site. The board shall also provide a legal description and a map or plat, that both describe the boundaries of the applicable unincorporated territory within the area of the board pursuant to Section 120054.

**120484.** The revenues from the taxes imposed pursuant to this article may be allocated by the board for public transit purposes consistent with the applicable regional transportation improvement program and the applicable regional transportation plan.

**120485.** The board, subject to the approval of the voters, may impose a maximum tax rate of one-half of 1 percent under this article and Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code. The board shall not levy the tax at a rate other than one-half or one-fourth of 1 percent unless specifically authorized by the Legislature.

**120486.** The board, as part of the ballot proposition to approve the imposition of a retail transactions and use tax, may seek authorization to issue bonds payable from the proceeds of the tax.

**120487.** Any action or proceeding wherein the validity of the adoption of the retail transactions and use tax ordinance provided for in this article or the issuance of any bonds thereunder or any of the proceedings in relation thereto is contested, questioned, or denied, shall be commenced within six months from the date of the election at which the ordinance is approved; otherwise, the bonds and all proceedings in relation thereto, including the adoption and approval of the ordinance, shall be held to be valid and in every respect legal and incontestable.

**120488.** The board has no power to impose any tax other than the transactions and use tax imposed upon approval of the voters in accordance with this article.

**SEC. 8.** Section 125102 of the Public Utilities Code is amended to read:

**125102.** (a) A majority of the members of the board constitutes a quorum for the transaction of business. All official acts of the board require the affirmative vote of the majority of the members of the board present. However, after a vote of the members is taken, a weighted vote may be called by any two members.

(b) In the case of a weighted vote, the County of San Diego and each city shall, in total, exercise 100 votes to be apportioned annually based on population.

(c) Approval under the weighted vote procedure requires the vote of the representatives of not less than three jurisdictions representing not less than 51 percent of the total weighted vote to supersede the original action of the board.

(d) When a weighted vote is taken on any item that requires more than a majority vote of the board, it shall also require the supermajority percentage of the weighted vote.

(e) For purposes of subdivision (b), the population of the County of San Diego is the population in the unincorporated area of the county within the area of jurisdiction of the board pursuant to Section 125052.

(f) The board shall adopt a policy and procedure to implement this section.

**SEC. 9.** Section 125222.5 is added to the Public Utilities Code, to read:

**125222.5.** The district shall not enter into a construction contract over one million dollars (\$1,000,000) with any entity unless the entity provides to the district an enforceable commitment that the entity and its subcontractors at every tier will use a skilled and trained workforce to perform all work on the project or a contract that falls within an apprenticeship occupation in the building and construction trades in accordance with Chapter 2.9 (commencing with Section 2600) of Part 1 of Division 2 of the Public Contract Code.

(a) This subdivision shall not apply if any of the following requirements are met:

(1) The district has entered into a project labor agreement that will bind all contractors and subcontractors performing work on the project or the district has contracted to use a skilled and trained workforce and the entity has agreed to be bound by that project labor agreement.

(2) The project or contract is being performed under the extension or renewal of a project labor agreement that was entered into by the district before January 1, 2017.

(3) The entity has entered into a project labor agreement that will bind the entity and all its subcontractors at every tier performing the project or the entity has contracted to use a skilled and trained workforce.

(b) For purposes of subdivision (a), "project labor agreement" has the same meaning as defined in paragraph (1) of subdivision (b) of Section 2500 of the Public Contract Code.

**SEC. 10.** Article 9 (commencing with Section 125480) is added to Chapter 4 of Division 11.5 of the Public Utilities Code, to read:**Article 9. Transactions and Use Tax**

**125480.** (a) A retail transactions and use tax ordinance applicable in the incorporated and unincorporated territory within the area of the board pursuant to Section 125052 shall be imposed by the board in accordance with Section 125485 and Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code, and Section 2 of Article XIII C of the California Constitution. The tax ordinance shall take effect at the close of the polls on the day of election at which the proposition is adopted. The initial collection of the transactions and use tax shall take place in accordance with Section 125483.

(b) If, at any time, the voters do not approve the imposition of the transactions and use tax, this chapter remains in full force and effect. The board may, at any time thereafter, submit the same, or a different, measure to the voters in accordance with this chapter.

**125481.** (a) The board, in the ordinance, shall state the nature of the tax to be imposed, the tax rate or the maximum tax rate, the purposes for which the revenue derived from the tax will be used, and may set a term during which the tax will be imposed. The purposes for which the tax revenues may be used shall be limited to

public transit purposes serving the area of jurisdiction of the board, as determined by the board, including the administration of this division and legal actions related thereto. These purposes include expenditures for the planning, environmental reviews, engineering and design costs, and related right-of-way acquisition. The ordinance shall contain an expenditure plan that shall include the allocation of revenues for the purposes authorized by this section.

(b) As used in this section, "public transit purposes" includes the public transit responsibilities under the jurisdiction of the district as well as any repair, redesign, or ongoing maintenance of a right-of-way upon which transit is intended to travel, or any bikeway, bicycle path, sidewalk, trail, pedestrian access, or pedestrian accessway.

**125482.** (a) The county shall conduct an election called by the board pursuant to Section 125480.

(b) The election shall be called and conducted in the same manner as provided by law for the conduct of elections by a county.

**125483.** (a) Any transactions and use tax ordinance adopted pursuant to this article shall be operative on the first day of the first calendar quarter commencing more than 150 days after adoption of the ordinance.

(b) (1) Prior to the operative date of the ordinance, the board shall contract with the California Department of Tax and Fee Administration to perform all functions incident to the administration and operation of the ordinance. The costs to be covered by the contract may also include services of the types described in Section 7272 of the Revenue and Taxation Code for preparatory work up to the operative date of the ordinance. Any disputes as to the amount of the costs shall be resolved in the same manner as provided in that section.

(2) Notwithstanding Section 7272 of the Revenue and Taxation Code, the maximum amount of preparatory costs incurred may exceed those costs as described in paragraph (1), if the increased amount reflects necessary preparatory costs.

(c) Within 45 days from the date the ordinance is approved by the voters, the board shall provide the California Department of Tax and Fee Administration with a complete alphabetical list of all streets within the affected unincorporated area under the jurisdiction of the board pursuant to Section 125052, which shall include beginning and ending street numbers, and shall maintain that list on its Internet Web site. The board shall also provide a legal description and a map or plat, that both describe the boundaries of the applicable unincorporated territory within the area of the board pursuant to Section 125052.

**125484.** The revenues from the taxes imposed pursuant to this article may be allocated by the board for public transit purposes consistent with the applicable regional transportation improvement program and the applicable regional transportation plan.

**125485.** The board, subject to the approval of the voters, may impose a maximum tax rate of one-half of 1 percent under this article and Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code. The board shall not levy the tax at a rate other than one-half or one-fourth of 1 percent unless specifically authorized by the Legislature.

**125486.** The board, as part of the ballot proposition to approve the imposition of a retail transactions and use tax, may seek authorization to issue bonds payable from the proceeds of the tax.

**125487.** Any action or proceeding wherein the validity of the adoption of the retail transactions and use tax ordinance provided for in this article or the issuance of any bonds thereunder or any of the proceedings in relation thereto is contested, questioned, or denied, shall be commenced within six months from the date of the election at which the ordinance is approved; otherwise, the bonds and all proceedings in relation thereto, including the adoption and approval of the ordinance, shall be held to be valid and in every respect legal and incontestable.

**125488.** The board has no power to impose any tax other than the transactions and use tax imposed upon approval of the voters in accordance with this article.

**SEC. 11.** Section 132351.1 of the Public Utilities Code is amended to read:

**132351.1.** (a) A board of directors consisting of 21 members shall govern the consolidated agency.

(b) For purposes of this chapter, "governing body" means the board of supervisors, council, council and mayor where the mayor is not a member of the council, authority, trustees, director, commission, committee, or other policymaking body, as appropriate, that exercises authority over an entity represented on the board of the consolidated agency.

(c) All powers, privileges, and duties vested in or imposed upon the consolidated agency shall be exercised and performed by and through a board of directors provided, however, that the exercise of all executive, administrative, and ministerial power may be delegated and redelegated by the board, to any of the offices, officers, or committees created pursuant to this chapter or created by the board acting pursuant to this chapter.

(d) The board shall be composed of one primary representative selected by the governing body of each city in the county and a member of the San Diego County Board of Supervisors. However, the City of San Diego and the County of San Diego shall each have a primary and secondary representative, which for the City of San Diego shall be the mayor of the City of San Diego and the president of the city council. Each director shall be a mayor, councilperson, or supervisor, as applicable, of the governing body that selected him or her, and shall serve until recalled by the governing body of the city or county. Vacancies shall be filled in the same manner as originally selected. Each city or county shall also select one alternate to serve on the board when the primary or secondary representative, if applicable, is not available. The alternate shall be subject to the same restrictions and have the same powers, when serving on the board, as the representative for whom he or she is substituting. The alternate shall be a mayor, councilperson, or supervisor, as applicable, of his or her governing body.

(e) Notwithstanding subdivision (d), in those years when the primary representative of the San Diego County Board of Supervisors is from a district that is substantially an incorporated area, a supervisor who represents a district that is substantially an unincorporated area shall be appointed to the board as the secondary representative. Alternatively, in those years when the primary representative of the San Diego County Board of Supervisors is from a district that is substantially an unincorporated area, a supervisor who represents a district that is substantially an incorporated area shall be appointed to the board as the secondary representative.

(f) At its discretion, each city or county may select a second alternate, in the same manner as the first alternate, to serve on the board in the event that neither the primary representative nor the first alternate is able to attend a meeting of the board. This alternate shall be subject to the same restrictions and have the same powers, when serving on the board, as the primary representative.

(g) The board may allow for the appointment of advisory representatives to sit with the board but in no event shall those representatives be allowed a vote. The current advisory representatives to the San Diego Association of Governments may continue their advisory representation on the consolidated agency at the discretion of their governing body. The governing bodies of the County of Imperial and the cities in that county may collectively designate an advisory representative to sit with the board.

**SEC. 12.** Section 132351.2 of the Public Utilities Code is amended to read:

**132351.2.** (a) A majority of the member agencies constitute a quorum for the transaction of business. In order to act on any item, the affirmative vote of the majority of the members of the board present is required. However, after a vote of the members is taken, a weighted vote may be called by the members of any two jurisdictions.

(b) The governing body of the City of San Diego and the County of San Diego shall allocate their weighted votes equally between their primary and secondary members.

(c) For the weighted vote, there shall be a total of 100 votes, except additional votes shall be allowed pursuant to subdivision (h). Each member agency shall have that number of votes determined by the following apportionment formula, provided that each agency shall have at least one vote, no agency shall have more than 50 votes, and there shall be no fractional votes:

(1) If any agency has 50 percent or more of the total population of the San Diego County region, allocate 50 votes to that agency and follow paragraph (2), and if not, follow paragraph (3).

(2) Total the population of the remaining agencies determined in paragraph (1) and compute the percentage of this total that each agency has.

(A) Multiply each percentage derived above by 50 to determine fractional shares.

(B) Boost fractions that are less than one to one and add the whole numbers.

(C) If the answer to subparagraph (B) is 50, drop all fractions and the whole numbers are the votes for each agency.

(D) If the answer to subparagraph (B) is less than 50, the remaining vote is allocated one each to the agency having the highest fraction excepting those whose vote was increased to one pursuant to subparagraph (B).

(E) If the answer to subparagraph (B) is more than 50, the excess vote is taken one each from the agency with the lowest fraction. In no case shall a vote be reduced to less than one.

(3) Total the population determined in paragraph (1) and compute the percentage of this total that each agency has.

(A) Boost fractions that are less than one to one and add the whole numbers.

(B) If the answer to subparagraph (A) is 100, drop all fractions and the whole numbers are the votes for each agency.

(C) If the answer to subparagraph (A) is less than 100, the remaining vote is allocated one each to the agency having the highest fraction excepting those whose vote was increased to one pursuant to subparagraph (A).

(D) If the answer to subparagraph (A) is more than 100, the excess vote is taken one each from the agency with the lowest fraction. In no case shall a vote be reduced to less than one.

(d) When a weighted vote is taken on any item that requires more than a majority vote of the board, it shall also require the supermajority percentage of the weighted vote.

(e) Approval under the weighted vote procedure requires the vote of not less than four members representing separate jurisdictions and not less than 51 percent of the total weighted vote to supersede the original action of the board.

(f) For purposes of subdivision (c), the population of the County of San Diego is the population in the unincorporated area of the county.

(g) The weighted vote formula under subdivision (c) shall be recomputed every July 1.

(h) Any newly incorporated city shall receive one vote under the weighted vote procedure until the next recomputation of the weighted vote formula under subdivision (c), at which time the new agency shall receive votes in accordance with the recomputed formula. Until this recomputation, the total weighted vote may exceed 100.

**SEC. 13.** Section 132351.4 of the Public Utilities Code is amended to read:

**132351.4.** (a) The consolidated agency shall have five standing policy advisory committees named the executive, transportation, regional planning, borders, and audit committees. The responsibilities of the committees shall be established by the board. Committee membership may be expanded by the consolidated agency, and shall be selected in accordance with a process established by the consolidated agency. The membership shall be as follows:

(1) The executive committee shall consist of six voting members with board members representing east county, north county coastal, north county inland, south county, and the representative, or the representative's alternate in their absence, from the City of San Diego and the county. The chairperson and the vice chairperson of the consolidated agency shall each be one of the six voting members.

(2) (A) The transportation committee shall consist of 10 voting members with board members or alternates representing east county, north county coastal, north county inland, south county and the mayor or a council member from the City of San Diego, a supervisor from the County of San Diego, a member of the board of the MTDB appointed by the board of the MTDB, a member of the board of the NCTD appointed by the board of the NCTD, a member of the governing board of the San Diego Unified Port District appointed by the board of the port, and a member of the San Diego County Regional Airport Authority appointed by the airport authority.

(B) Among its transportation responsibilities, the transportation committee shall provide a strong focus and commitment to meeting the public transit needs of the San Diego region, set transit funding criteria and recommend transit funding levels, and undertake transit responsibilities resulting from consolidation, as delegated by the board.

(C) The board shall provide a report, developed by the transportation committee, to the Legislature on or before July 1 of each year that outlines the public transit needs, transit funding criteria, recommended transit funding levels, and additional work on public transit, as delegated to the transportation committee by the board. The report shall specify the funds spent explicitly on public transportation. The report shall be submitted consistent with Section 9795 of the Government Code.

(3) The regional planning committee shall consist of six voting members with board members or alternates representing east county, north county coastal, north county inland, south county, and the mayor or a council member from the City of San Diego, and a supervisor from the County of San Diego.

(4) The borders committee shall consist of seven voting members with board members or alternates representing east county, north county coastal, north county inland, south county, the mayor or a council member from the City of San Diego, a supervisor from the County of San Diego, and a mayor, council member, or supervisor from the County of Imperial.

(5) The audit committee shall consist of five voting members with two board members and three members of the public to be appointed by the board. The audit committee shall recommend to the board the contract of the firm conducting the annual financial statement audits and the hiring of the independent performance auditor and approve the annual audit plan after discussion with the independent performance auditor pursuant to subdivision (b) of Section 132354.1.

(b) The board may appoint other standing and ad hoc working groups to advise it in carrying out its responsibilities.

(c) No board member may serve as a member of more than two standing policy advisory committees at any one time, except those board members serving on the audit committee.

**SEC. 14.** Section 132352.3 of the Public Utilities Code is amended to read:

**132352.3.** The officers of the board are the chairperson and the vice chairperson. The chairperson and vice chairperson shall be elected by the membership of the board every two years or when a vacancy exists, by means of the weighted vote pursuant to Section 132351.2. The chairperson and vice chairperson shall not represent the same subregion, with the subregions being east county, north county coastal, north county inland, south county, the City of San Diego, and the County of San Diego. The board may create additional officers and elect members to those positions. However, no member may hold more than one office. The term of office for any officers of the board other than the chairperson and the vice chairperson shall be established by the board.

**SEC. 15.** Section 132354.1 of the Public Utilities Code is amended to read:

**132354.1.** (a) The board shall arrange for a post audit of the financial transactions and records of the consolidated agency to be made at least annually by a certified public accountant.

(b) (1) The audit committee shall appoint an independent performance auditor, subject to approval by the board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the board.

(2) The independent performance auditor shall have authority to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of the consolidated agency. The auditor shall prepare annually an audit plan and conduct audits in accordance therewith and perform those other duties as may be required by ordinance or as provided by the California Constitution and general laws of the state. The auditor shall follow government auditing standards. All officers and employees of the consolidated agency shall furnish to the auditor unrestricted access to employees, information, and records, including electronic data, within their custody regarding powers, duties, activities, organization, property, financial transactions, contracts, and methods of business required to conduct an audit or otherwise perform audit duties. It is also the duty of any consolidated agency officer, employee, or agent to fully cooperate with the auditor, and to make full disclosure of all pertinent information.

(3) The auditor shall have the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the office and to prescribe their duties, scope of authority, and qualifications.

(4) The auditor may investigate any material claim of financial fraud, waste, or impropriety within the consolidated agency and for that purpose may summon any officer, agent, or employee of the consolidated



agency, any claimant, or other person, and examine him or her upon oath or affirmation relative thereto. All consolidated agency contracts with consultants, vendors, or agencies will be prepared with an adequate audit provision to allow the auditor access to the entity's records needed to verify compliance with the terms specified in the contract. Results of all audits and reports shall be made available to the public in accordance with the requirements of the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title 1 of the Government Code).

(c) The board shall develop and adopt internal control guidelines to prevent and detect financial errors and fraud based on the internal control guidelines developed by the Controller pursuant to Section 12422.5 of the Government Code and the standards adopted by the American Institute of Certified Public Accountants.

(d) The board shall develop and adopt an administration policy that includes a process to conduct staff performance evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions, and shall monitor the evaluation process on a regular basis.

(e) The board members shall make an annual report to their member agencies at a public meeting pursuant to Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5 of the Government Code, that includes a summary of activities by the consolidated agency including, but not limited to, program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.

**SEC. 16.** Section 132354.7 is added to the Public Utilities Code, to read:

**132354.7.** The consolidated agency shall not enter into a construction contract over one million dollars (\$1,000,000) with any entity unless the entity provides to the consolidated agency an enforceable commitment that the entity and its subcontractors at every tier will use a skilled and trained workforce to perform all work on the project or a contract that falls within an apprenticeship occupation in the building and construction trades in accordance with Chapter 2.9 (commencing with Section 2600) of Part 1 of Division 2 of the Public Contract Code.

(a) This subdivision shall not apply if any of the following requirements are met:

(1) The consolidated agency has entered into a project labor agreement that will bind all contractors and subcontractors performing work on the project or the consolidated agency has contracted to use a skilled and trained workforce and the entity has agreed to be bound by that project labor agreement.

(2) The project or contract is being performed under the extension or renewal of a project labor agreement that was entered into by the consolidated agency before January 1, 2017.

(3) The entity has entered into a project labor agreement that will bind the entity and all its subcontractors at every tier performing the project or the entity has contracted to use a skilled and trained workforce.

(b) For purposes of subdivision (a), "project labor agreement" has the same meaning as defined in paragraph (1) of subdivision (b) of Section 2500 of the Public Contract Code.

**SEC. 17.** Section 132360.1 of the Public Utilities Code is amended to read:

**132360.1.** In preparing and updating the regional comprehensive plan, it is the intent of the Legislature that:

(a) The regional comprehensive plan preserve and improve the quality of life in the San Diego region, maximize mobility and transportation choices, and conserve and protect natural resources.

(b) The regional comprehensive plan shall address the greenhouse gas emissions reduction targets set by the State Air Resources Board as required by Section 65080 of the Government Code and include strategies that provide for mode shift to public transportation.

(c) The regional comprehensive plan shall identify disadvantaged communities as designated pursuant to Section 39711 of the Health and Safety Code and include transportation strategies to reduce pollution exposure in these communities.

(d) In formulating and maintaining the regional comprehensive plan, the consolidated agency shall take account of and shall seek to harmonize the needs of the region as a whole, the plans of the county and cities within the region, and the plans and planning activities of organizations that affect or are concerned with planning and development within the region.

(e) The consolidated agency shall engage in a public collaborative planning process. The recommendations resulting from the public collaborative planning process shall be made available to and considered by the consolidated agency for integration into the draft regional comprehensive plan. The consolidated agency shall adopt a procedure to carry out this process including a method of addressing and responding to recommendations from the public.

(f) In formulating and maintaining the regional comprehensive plan, the consolidated agency shall seek the cooperation and consider the recommendations of all of the following:

(1) Its member agencies and other agencies of local government within the jurisdiction of the consolidated agency.

(2) State and federal agencies.

(3) Educational institutions.

(4) Research organizations, whether public or private.

(5) Civic groups.

(6) Private individuals.

(7) Governmental jurisdictions located outside the region but contiguous to its boundaries.

(g) The consolidated agency shall make the regional comprehensive plan, policies, and objectives available to all local agencies and facilitate consideration of the regional comprehensive plan in the development, implementation, and update of local general plans. The consolidated agency shall provide assistance and enhance the opportunities for local agencies to develop, implement, and update general plans in a manner that recognizes, at a minimum, land use, transportation compatibility, and a jobs-to-housing balance within the regional comprehensive plan.

(h) The consolidated agency shall maintain the data, maps, and other information developed in the course of formulating the regional comprehensive plan in a form suitable to assure a consistent view of developmental trends and other relevant information for the availability of and use by other government agencies and private organizations.

(i) The components of the regional comprehensive plan may include, but are not limited to, transportation, housing, water quality and supply, infrastructure, air quality, energy, solid waste, economy, and open space, including habitat. Performance standards and measurable criteria shall be established through a public process to ensure that the regional comprehensive plan is prepared consistent with these measures as well as in determining achievement of the regional comprehensive plan goals throughout its implementation.

(j) Any water supply component or provision of the regional infrastructure strategy regarding water supply contained in the regional comprehensive plan shall be consistent with the urban water management plan and other adopted regional water facilities and supply plans of the San Diego County Water Authority.

**SEC. 18.** Section 132362 of the Public Utilities Code is amended to read:

**132362.** (a) In addition to the authority set forth in Article 5 (commencing with Section 132300) and Article 6 (commencing with Section 132320) of Chapter 2 of Division 12.7, if the consolidated agency provides compensation to San Diego County for the cost of including an ordinance or measure on the ballot, the consolidated agency may call an election, including an advisory election, in San Diego County on any ordinance or measure regarding the governance of or matters related to the powers, privileges, or duties of the consolidated agency, including, but not limited to, merger or complete consolidation of the transit boards.

(b) The ordinance or measure shall be consistent with, and shall not be in conflict with, any other provision of this chapter.

**SEC. 19.** If the Commission on State Mandates determines that this act contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made pursuant to Part 7 (commencing with Section 17500) of Division 4 of Title 2 of the Government Code.

## **Adoption of FY 2020 Program Budget, and Providing for All Authorizations Necessary and Pertinent Thereto**

WHEREAS, the San Diego Association of Governments (SANDAG) Bylaws stipulate that the Board of Directors shall adopt a Final Budget no later than June 30 of each year; and

WHEREAS, the Board of Directors of SANDAG serves as the San Diego County Regional Transportation Commission (RTC) and California Public Utilities Section 132104(a), which is part of the enabling legislation creating the RTC, requires the adoption of an annual budget; and

WHEREAS, the adopted FY 2020 Program Budget, including the Overall Work Program (OWP), anticipates reliance on federal, State of California, and other funds, which require certification of nonfederal matching funds; and

WHEREAS, such required match is identified as being available from Transportation Development Act funds, member agency assessments, local assistance, and other local funds and in-kind services; and

WHEREAS, pursuant to SANDAG Board Policy No. 017: Delegation of Authority, adoption of the annual budget by the Board shall automatically authorize the Executive Director to enter into any agreements or take any other actions necessary to implement budget items or other actions approved by the Board; and

WHEREAS, it is necessary to authorize the SANDAG Executive Director to reimburse SANDAG for necessary administrative expenditures made on behalf of the RTC, including Board of Directors expenses, SANDAG staff services, and contractual services necessary to carry out the legal, administrative, auditing, and investment management responsibilities of the RTC;

NOW THEREFORE BE IT RESOLVED by the Board of Directors of SANDAG, also acting as the RTC, that:

a. The FY 2020 Program Budget, hereby incorporated by reference, is adopted in an amount projected to be \$1.36 billion, including the OWP in the amount of \$56.5 million, the annual portion of the Capital Program in the amount of \$925.7 million, and the annual portion of Regional Operations and Programs in the amount of \$54.9 million. The SANDAG Director of Finance hereby is authorized to finalize the FY 2020 appropriations based on actual grant agreements/funding contracts executed, transfer of funds from consolidated transit agencies, actual sales tax revenues, sales tax-backed commercial paper proceeds, interest earnings received pursuant to this budgetary authority, and actual end-of-year carryover funds status as determined by the Director of Finance; and

b. Each member agency hereby is assessed its share of the amount shown in the adopted FY 2020 Program Budget for the base SANDAG membership, the Criminal Justice Clearinghouse assessment, and for the Automated Regional Justice Information System assessment; and

c. The SANDAG Director of Administration is authorized to make, if applicable, such personnel changes, Position Classification and Salary Range Table adjustments, and other employee compensation package adjustments for which funding is provided in the adopted FY 2020 Program Budget and as may be amended by the Board of Directors; and

d. The SANDAG Executive Director, or his/her designee, is hereby authorized to submit grant applications and revenue claims, and execute grant and revenue agreements in the amounts identified in this adopted FY 2020 Program Budget and as may be amended subject to the final agreement of the funding agencies; and

e. The SANDAG Executive Director, or his/her designee, is hereby authorized to execute grant agreements and all necessary documents and covenants required by granting agency laws, rules, and administrative regulations, and the Board of Directors hereby certifies the required nonfederal match to the above listed agencies and in the amounts necessary subject to SANDAG Director of Finance certification of funds availability; and

f. The SANDAG Executive Director is hereby authorized to accept funds from member agencies and other entities for the performance of Service Bureau projects and is further authorized to enter into agreements for goods and services in any amount requested by the entities as may be necessary to carry out the project; and

BE IT FURTHER RESOLVED that a copy of this resolution and adopted FY 2020 Program Budget be filed with the Clerk of each member agency.

PASSED AND ADOPTED this 28th day of June 2019.

**Ayes** Carlsbad, Chula Vista, City of San Diego, Coronado, County of San Diego, Del Mar, El Cajon, Encinitas, Escondido, Imperial Beach, La Mesa, Lemon Grove, National City, Oceanside, Poway, San Marcos, Santee, Solana Beach, and Vista.

**Noes** None

**Absent** None



**Chair of the Board of Directors  
of the San Diego County Regional  
Transportation Commission**

[Seal]

Attest



**Secretary of the Board of Directors of the  
San Diego County Regional Transportation  
Commission**

**From:** [Kirk, John](#)  
**To:** [Ikhata, Hasan](#); [Douzdjian, Andre](#)  
**Cc:** [Cote, Laura](#); [Traynor, Ray](#); [Linthicum, Jim](#); [Khoshmashrab, Mary](#)  
**Subject:** RE: Delegation of authority regarding AB805 test claim  
**Date:** Thursday, April 16, 2020 11:40:07 AM

---

Thank you Hasan!

John

John Kirk  
General Counsel

SANDAG  
Office: (619) 699-1997  
Mobile: (858) 531-3695  
401 B Street, Suite 800, San Diego, CA 92101



[Facebook](#) | [Twitter](#) | [YouTube](#)

**SANDAG** offices are open Tuesday-Friday and [every other Monday](#) from 8 a.m.-5 p.m.

#### **CONFIDENTIAL – ATTORNEY-CLIENT PRIVILEGE AND WORK PRODUCT DOCTRINE**

The information contained in this e-mail message, including attachments, is intended only for the confidential use of the designated addressee named above. The information transmitted is subject to the attorney-client privilege and/or represents confidential attorney work product and/or other applicable privileges. Recipients should not file copies of this email with publicly accessible records. If you are not the designated addressee named above or the authorized agent responsible for delivering it to the designated addressee, or you received this document through inadvertent error, any further review, dissemination, distribution or copying of this communication by you or anyone else is strictly prohibited. If you received this communication in error, please delete this e-mail and any attachments and notify us immediately by e-mailing or telephoning the sender named above at 619-699-1997. Thank you.

---

**From:** Ikhata, Hasan <Hasan.Ikhata@sandag.org>  
**Sent:** Thursday, April 16, 2020 11:21 AM  
**To:** Douzdjian, Andre <Andre.Douzdjian@sandag.org>  
**Cc:** Cote, Laura <Laura.Cote@sandag.org>; Traynor, Ray <Ray.Traynor@sandag.org>; Linthicum, Jim <jim.linthicum@sandag.org>; Khoshmashrab, Mary <Mary.Khoshmashrab@sandag.org>; Kirk, John <John.Kirk@sandag.org>  
**Subject:** Delegation of authority regarding AB805 test claim

I delegate my authority to Andre Douzdjian in his role as SANDAG's Chief Financial Officer to execute and submit one or more Test Claims to the California Commission on State Mandates, including the execution of any and all certifications supporting such claims. Thank you

Hasan Ikhata  
Executive Director

Sent from my iPhone

Project Number: 8000103 FY20 7/1/2019 - 3/12/2020

PPE Date	Employee/Title	# Hours	Salary	Fringe	Total \$\$\$
01/05/2020	CCO- PMIA	20	1,346.20	1,018.94	2,365.14
01/19/2020	CCO- PMIA	80	5,384.80	4,075.76	9,460.56
02/02/2020	CCO- PMIA	78	5,250.18	3,973.86	9,224.04
02/16/2020	CCO- PMIA	39	2,625.09	1,986.93	4,612.02
03/01/2020	CCO- PMIA	79	5,317.49	4,024.81	9,342.30
03/15/2020	CCO- PMIA	80	5384.8	4,075.76	9,460.56
03/29/2020	CCO- PMIA	80	5384.8	4075.756962	9,460.56
		456.00	30,693.36	23,231.81	53,925.17
07/07/2019	MKH - IPA	59	5,531.25	4,186.60	9,717.85
07/21/2019	MKH - IPA	55	5,156.25	3,902.77	9,059.02
08/04/2019	MKH - IPA	76	7,125.00	5,392.91	12,517.91
08/18/2019	MKH - IPA	70	6,562.50	4,967.16	11,529.66
09/01/2019	MKH - IPA	70	6,562.50	4,967.16	11,529.66
09/15/2019	MKH - IPA	60	5,625.00	4,257.56	9,882.56
09/29/2019	MKH - IPA	80	7,500.00	5,676.75	13,176.75
10/13/2019	MKH - IPA	80	7,500.00	5,676.75	13,176.75
10/27/2019	MKH - IPA	40	3,750.00	2,838.38	6,588.38
11/10/2019	MKH - IPA	60	5,625.00	4,257.56	9,882.56
11/24/2019	MKH - IPA	78	7,312.50	5,534.83	12,847.33
12/08/2019	MKH - IPA	60	5,625.00	4,257.56	9,882.56
12/22/2019	MKH - IPA	80	7,500.00	5,676.75	13,176.75
01/05/2020	MKH - IPA	42	3,937.50	2,980.29	6,917.79
01/19/2020	MKH - IPA	80	7,500.00	5,676.75	13,176.75
02/02/2020	MKH - IPA	70	6,562.50	4,967.16	11,529.66
02/16/2020	MKH - IPA	77	7,218.75	5,463.87	12,682.62
03/01/2020	MKH - IPA	70	6,562.50	4,967.16	11,529.66
03/15/2020	MKH - IPA	80	7500	5,676.75	13,176.75
03/29/2020	MKH - IPA	80	7500	5676.754286	13,176.75
		1,367.00	128,156.25	97,001.48	225,157.73
01/19/2020	RO - INTERN	37	666	272.66	938.66
02/02/2020	RO - INTERN	50	900	368.46	1,268.46
02/16/2020	RO - INTERN	49	882	361.09	1,243.09
03/01/2020	RO - INTERN	50	900	368.46	1,268.46
03/15/2020	RO - INTERN	48.5	873	357.41	1,230.41
03/29/2020	RO - INTERN	50	900	368.46	1,268.46
		284.50	5,121.00	2,096.54	7,217.54
01/05/2020	MR- INTERN	16	288	117.91	405.91
01/19/2020	MR- INTERN	50	900	368.46	1,268.46
02/02/2020	MR- INTERN	50	900	368.46	1,268.46
02/16/2020	MR- INTERN	49	882	361.09	1,243.09
03/01/2020	MR- INTERN	50	900	368.46	1,268.46
03/15/2020	MR- INTERN	48.5	873	357.41	1,230.41
03/29/2020	MR- INTERN	50	900	368.46	1,268.46
		313.50	5,643.00	2,310.25	7,953.25

294,253.68

Not claimed on TC Risk Assessment Survey staff participation 29,666.42

323,920.10

Posted Labor

FY19 7/1/2018 - 6/30/2019

PPE Date	Employee/Title	# Hours	Salary	Fringe	Total \$\$\$
start date 04/02/2019					
04/14/2019	MKH - IPA	70	6,562.50	4,985.53	11,548.03
04/28/2019	MKH - IPA	79	7,406.25	5,626.53	13,032.78
05/12/2019	MKH - IPA	79	7,406.25	5,626.53	13,032.78
05/26/2019	MKH - IPA	80	7,500.00	5,697.75	13,197.75
06/09/2019	MKH - IPA	69	6,468.75	4,914.31	11,383.06
06/23/2019	MKH - IPA	75	7,031.25	5,341.64	12,372.89
		452	42,375.00	32,192.29	74,567.29
5/12/2019	JK - ATTY				982.79
	Memberships				480.00
				matches GL below	76,030.08

MKH - IPA	Travel	971.56
MKH - IPA	Office Supplies	144.37
MKH - IPA	IOA Software	168.00
		325,204.03

FY20 GL

SANDAG Production Short [T R A N S A C T I O N L I S T I N G] 07/01/2019 - 06/30/2020 Page 1  
THU, APR 16, 2020, 8:46 AM --req: SCRAIG----leg: JL GL--loc: MTDB-----job:1076927 J017-----prog: GL440 <1.61>--report id: GLFLTR02

SORT ORDER: TASK/DET within PROJECT#

SELECT Project Number: 8000103

==	Project Number	Primary Ref	Transaction Description	SS Ref Date	Job No	Debit	Credit	NET
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 07/07/2019	JE 07/07/19	01031686	10,342.30	0.00	10,342.30
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 07/21/2019	JE 07/21/19	01031693	9,482.52	0.00	19,824.82
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 08/04/2019	JE 08/04/19	01031697	13,557.75	0.00	33,382.57
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 08/18/2019	JE 08/18/19	01031904	12,291.86	0.00	45,674.43
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 09/01/2019	JE 09/01/19	01031958	12,941.29	0.00	58,615.72
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 09/15/2019	JE 09/15/19	01037684	9,882.56	0.00	68,498.28
JL	8000103-0102	PAYROLLS20190	CERIDIAN PAYROLL 09/29/2019	JE 09/29/19	01039746	149.94	0.00	68,648.22
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 09/29/2019	JE 09/29/19	01039748	21,723.60	0.00	90,371.82
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 10/13/2019	JE 10/13/19	01045066	15,967.94	0.00	106,339.76
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 10/27/2019	JE 10/27/19	01049892	9,899.28	0.00	116,239.04
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 11/10/2019	JE 11/10/19	01050673	15,390.16	0.00	131,629.20
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 11/24/2019	JE 11/24/19	01052471	13,505.55	0.00	145,134.75
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 12/08/2019	JE 12/08/19	01054783	9,882.56	0.00	155,017.31
JL	8000103-0102	PAYROLL 20191	CERIDIAN PAYROLL 12/22/2019	JE 12/22/19	01057809	14,165.00	0.00	169,182.31
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 01/05/2020	JE 01/05/20	01059239	10,237.85	0.00	179,420.16
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 01/19/2020	JE 01/19/20	01061197	25,496.19	0.00	204,916.35
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 02/02/2020	JE 02/02/20	01064969	24,308.00	0.00	229,224.35
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 02/16/2020	JE 02/16/20	01068096	20,231.35	0.00	249,455.70
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 03/01/2020	JE 03/01/20	01071104	24,035.44	0.00	273,491.14
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 03/15/2020	JE 03/15/20	01072853	25,098.10	0.00	298,589.24
JL	8000103-0102	PAYROLL 20200	CERIDIAN PAYROLL 03/29/2020	JE 03/29/20	01075509	25,330.86	0.00	323,920.10
*****Total	*TSKD 0102		Administration-Labor		DR	323,920.10	0.00	323,920.10
JL	8000103-0107	JE24291	xfer MKH112119 fr 8000102	JE 12/31/19	01063282	224.35	0.00	224.35
JL	8000103-0107	JE24292	xfer MKH112119 fr 8000102	JE 12/31/19	01063282	747.21	0.00	971.56
*****Total	*TSKD 0107		Administration-Travel		DR	971.56	0.00	971.56
JL	8000103-0109	664574	CALIFORNIA STAM 5 Custom Stamp OH 01/31/20	01065599		144.37	0.00	144.37
*****Total	*TSKD 0109		Administration-Suppl/Incentive		DR	144.37	0.00	144.37
JL	8000103-0114	USB092319J3	US BANK Sub MKH IOA Software OH 09/30/19	01045854		168.00	0.00	168.00
*****Total	*TSKD 0114		Memberships & Publications		DR	168.00	0.00	168.00
JL	8000103-0800	MKH091619	KHOSHMAHRAB, M Moving Expense OH 09/27/19	01035963		1,157.74	0.00	1,157.74
JL	8000103-0800	JE24316	xfer MKH091619 to 8000102	JE 09/30/19	01065096	0.00	1,157.74	0.00
*****Total	*TSKD 0800		Professional Services		DR	1,157.74	0.00	1,157.74
*****Total	*PRJT 8000103		Independent Performance Auditor		DR-CR	326,361.77	1,157.74	325,204.03

Not claimed on TC not an increased cost (29,662.42)

Vouched to TC page 11 Sec E. Actual Cost FY19/20 ( for per 295,537.61

FY19 GL

SANDAG Production Short [T R A N S A C T I O N L I S T I N G] 07/01/2018 - 06/30/2019 Page 1  
THU, MAR 12, 2020, 3:38 PM --req: SCRAIG----leg: JL GL--loc: MTDB-----job:1071290 J119-----prog: GL440 <1.61>--report id: GLFLTR02

SORT ORDER: TASK/DET within PROJECT#

SELECT Project Number: 8000103

==	Project Number	Primary Ref	Transaction Description	SS	Ref Date	Job No	Debit	Credit	NET
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 04/14/2019	JE	04/14/19	01002195	11,548.03	0.00	11,548.03
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 04/28/2019	JE	04/28/19	01003863	13,032.77	0.00	24,580.80
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 05/12/2019	JE	05/12/19	01006594	14,015.59	0.00	38,596.39
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 05/26/2019	JE	05/26/19	01008320	13,197.75	0.00	51,794.14
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 06/09/2019	JE	06/09/19	01013980	11,383.05	0.00	63,177.19
JL	8000103-0102	PAYROLL 20190	CERIDIAN PAYROLL 06/23/2019	JE	06/23/19	01014375	12,372.89	0.00	75,550.08
*****Total	*TSKD 0102		Administration-Labor			DR	75,550.08	0.00	75,550.08
JL	8000103-0114	MK060519	KHOSHMAHRAB, M Reimb ACFE/AIC OH 06/13/19	01010560			480.00	0.00	480.00
*****Total	*TSKD 0114		Memberships & Publications			DR	480.00	0.00	480.00
*****Total	*PRJT 8000103		Independent Performance Auditor			DR-CR	76,030.08	0.00	76,030.08



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On April 29, 2020, I served the:

- **Notice of Complete Test Claim, Schedule for Comments, and Notice of Tentative Hearing Date issued April 29, 2020**
- **Test Claim filed by the San Diego Association of Government (SANDAG) on March 19, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

by making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on April 29, 2020 at Sacramento, California.

  
\_\_\_\_\_  
Jill L. Magee  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 4/29/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz**, *Artiano Shinoff*

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad**, *County of San Bernardino*

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer**, *City of Newport Beach*

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Carla Shelton**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Camille Shelton**, Chief Legal Counsel, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Natalie Sidarous**, Chief, *State Controller's Office*

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano**, Chief, Mandated Cost Audits Bureau, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale**, *State Controller's Office*

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw**, Director, *Senate Budget & Fiscal Review Committee*

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson**, Budget Analyst, *Department of Finance*

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar**, *MGT of America*

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913

jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



401 B Street, Suite 800  
San Diego, CA 92101-4231  
(619) 699-1900  
Fax (619) 699-1905  
sandag.org

**MEMBER AGENCIES**

Cities of  
Carlsbad  
Chula Vista  
Coronado  
Del Mar  
El Cajon  
Encinitas  
Escondido  
Imperial Beach  
La Mesa  
Lemon Grove  
National City  
Oceanside  
Poway  
San Diego  
San Marcos  
Santee  
Solana Beach  
Vista  
and  
County of San Diego

**ADVISORY MEMBERS**

Imperial County  
California Department  
of Transportation  
  
Metropolitan  
Transit System  
  
North County  
Transit District  
  
United States  
Department of Defense  
  
Port of San Diego  
  
San Diego County  
Water Authority  
  
Southern California  
Tribal Chairmen's Association  
  
Mexico

**RECEIVED**  
May 21, 2020  
**Commission on  
State Mandates**

File Number 7300400

May 21, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

Dear Ms. Halsey:

**Subject: Performance Auditor Staffing and Other Increased Cost**

On behalf of the San Diego Association of Governments (SANDAG), I am writing to express my support for the test claim submitted by the agency on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste, or impropriety within the agency, claimant, or other persons.

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." County of Los Angeles v. State of California, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." County of Los Angeles v. Comm'n on State Mandates, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further, the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts." The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be "Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee..."

Although these comments are not binding on the Commission (see Cal. Government Code § 17575), it is clear the Legislature understood the statute would "transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because "it appears to create a reimbursable state mandate." The potentially reimbursable components included requiring a higher level of audit functions from SANDAG, though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, SANDAG encourages the Commission on State Mandates to approve Test Claim 19-TC-03.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information, and belief.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Vaus", with a long horizontal flourish extending to the right.

STEVE VAUS  
Chair, SANDAG Board of Directors

RWA/LGA/fwe



### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 22, 2020, I served the:

- **City of Imperial Beach's Comments on the Test Claim filed May 22, 2020**
- **Claimant's Comments on the Test Claim filed May 21, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 22, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



# City of Imperial Beach, California

OFFICE OF THE MAYOR

825 Imperial Beach Blvd., Imperial Beach, CA 91932 Tel: (619) 423-8303 Fax: (619) 628-1395

May 22, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**RECEIVED**  
May 22, 2020  
**Commission on  
State Mandates**

## Exhibit C

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of The City of Imperial Beach, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)

reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, The City of Imperial Beach encourages the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,



Serge Dedina  
Mayor



### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 22, 2020, I served the:

- **City of Imperial Beach's Comments on the Test Claim filed May 22, 2020**
- **Claimant's Comments on the Test Claim filed May 21, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 22, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**RECEIVED**  
May 26, 2020  
**Commission on  
State Mandates**

## **JIM DESMOND**

**SUPERVISOR, FIFTH DISTRICT  
SAN DIEGO COUNTY BOARD OF SUPERVISORS**

**1600 PACIFIC HIGHWAY, ROOM 335, SAN DIEGO, CALIFORNIA 92101-2470**

## **Exhibit D**

May 26, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be “Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, I encourage the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Desmond", written in a cursive style.

Jim Desmond, Supervisor  
County of San Diego, Fifth District



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 28, 2020, I served the:

- **City of Chula Vista's Comments on the Test Claim filed May 27, 2020**
- **City of El Cajon's Comments on the Test Claim filed May 27, 2020**
- **Mr. Paul J. Dostart's Comments on the Test Claim filed May 27, 2020**
- **San Diego County Supervisor, Fifth District's Comments on the Test Claim filed May 26, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 28, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**RECEIVED**  
May 27, 2020  
**Commission on  
State Mandates**

## Exhibit E

# OFFICE OF THE MAYOR Mary Casillas Salas

May 26, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA has the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

---

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e)

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts." The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be "Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee..."

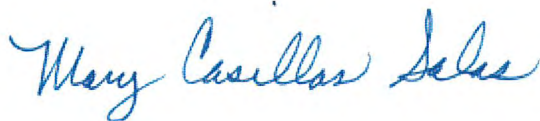
Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would "transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because "it appears to create a reimbursable state mandate." The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

I encourage the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

Sincerely,



MARY CASILLAS SALAS  
City of Chula Vista



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 28, 2020, I served the:

- **City of Chula Vista's Comments on the Test Claim filed May 27, 2020**
- **City of El Cajon's Comments on the Test Claim filed May 27, 2020**
- **Mr. Paul J. Dostart's Comments on the Test Claim filed May 27, 2020**
- **San Diego County Supervisor, Fifth District's Comments on the Test Claim filed May 26, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 28, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**RECEIVED**  
May 27, 2020  
**Commission on  
State Mandates**

## **Exhibit F**

# MAYOR AND CITY COUNCIL

May 20, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost

Dear Ms. Halsey:

On behalf of the City of El Cajon, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employ personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts." The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be "Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee..."

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would "transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because "it appears to create a reimbursable state mandate." The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of El Cajon encourages the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,



Dr. Bill Wells  
Mayor, City of El Cajon



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 28, 2020, I served the:

- **City of Chula Vista's Comments on the Test Claim filed May 27, 2020**
- **City of El Cajon's Comments on the Test Claim filed May 27, 2020**
- **Mr. Paul J. Dostart's Comments on the Test Claim filed May 27, 2020**
- **San Diego County Supervisor, Fifth District's Comments on the Test Claim filed May 26, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 28, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



RECEIVED  
May 27, 2020  
Commission on  
State Mandates

4180 LA JOLLA VILLAGE DRIVE, SUITE 530  
LA JOLLA, CALIFORNIA 92037-1474  
TELEPHONE: 858-623-4200  
FAX: 858-623-4299

**Exhibit G**

PAUL J. DOSTART  
DIRECT DIAL 858-623-4210  
E-MAIL: PJD@Cognitors.com

May 23, 2020

Commission on State Mandates  
State of California  
Sacramento, CA

Re: **Public Comment** -- SANDAG Independent Performance Auditor, 19-TC-03

Commission Members:

I am writing in support of your determination that AB 805 (October 11, 2017) is an unfunded mandate. AB 805 amended Public Utilities Code § 132354.1 to require that the San Diego Association of Governments (**SANDAG**) appoint an independent performance auditor who may only be removed for cause by a vote of at least two-thirds of the audit committee and the board.

Section 19 of AB 805 contemplates your determination that AB 805 imposes an unfunded mandate. ("If the Commission on State Mandates determines that this act contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made....")

AB 805 clearly "mandates a new program or higher level of service" within the meaning of Const. Art. XIII-B, Section 6. Specifically, PUC section 132354.1 imposes upon SANDAG – **and upon SANDAG only** – a duty with accompanying expense that does not otherwise exist under California law, i.e., the duty to appoint an independent performance auditor who has expansive responsibilities and authority. This is manifest from the text of § 132354.1 which endows the mandated independent performance auditor with "the power to appoint, employ, and remove assistants, employees, and personnel." As such, all reasonable costs of SANDAG's Office of the Independent Performance Auditor are reimbursable as an unfunded mandate.

Very respectfully,

**Paul J. Dostart**

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 28, 2020, I served the:

- **City of Chula Vista's Comments on the Test Claim filed May 27, 2020**
- **City of El Cajon's Comments on the Test Claim filed May 27, 2020**
- **Mr. Paul J. Dostart's Comments on the Test Claim filed May 27, 2020**
- **San Diego County Supervisor, Fifth District's Comments on the Test Claim filed May 26, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 28, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562



# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**CITY OF  
LA MESA**  
*JEWEL of the HILLS*

**RECEIVED**  
May 28, 2020  
**Commission on  
State Mandates**

## **Exhibit H**

May 22, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

I am the Deputy-Mayor of the City of La Mesa, and a board member of the San Diego Association of Governments (SANDAG), and the chair of the SANDAG Audit committee. I write to express my support for the test claim submitted by SANDAG on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also responsible to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts." The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be "Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee..."

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, I encourage the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,

A handwritten signature in black ink that reads "Bill Baber". The signature is written in a cursive, flowing style.

Bill Baber  
Vice-Mayor, City of La Mesa  
Chair, SANDAG Audit Committee

---

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)

### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 29, 2020, I served the:

- **City of La Mesa's Comments on the Test Claim filed May 28, 2020**
- **City of Lemon Grove's Comments on the Test Claim filed May 28, 2020**
- **City of National City's Comments on the Test Claim filed May 28, 2020**
- **City of Oceanside's Comments on the Test Claim filed May 28, 2020**
- **City of Vista's Comments on the Test Claim filed May 28, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*

Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)

San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 29, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562



# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**RECEIVED**  
May 28, 2020  
**Commission on  
State Mandates**

## CITY OF LEMON GROVE

*"Best Climate On Earth"*

Office of the Mayor

### Exhibit I

May 28, 2020

Sent Via Electronic Mail

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, California 95814

**Subject: Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's  
Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of The City of Lemon Grove, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

3232 Main Street Lemon Grove California 91945-1705

619.825.3800 FAX: 619.825.3804 [www.ci.lemon-grove.ca.us](http://www.ci.lemon-grove.ca.us)

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent “transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a “program.”

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide.

The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be “Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions.

The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, The City of Lemon Grove encourages the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

Sincerely,

A handwritten signature in blue ink, appearing to read "Racquel Vasquez", is written over a light gray rectangular background.

*Racquel Vasquez,  
Mayor*



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 29, 2020, I served the:

- **City of La Mesa's Comments on the Test Claim filed May 28, 2020**
- **City of Lemon Grove's Comments on the Test Claim filed May 28, 2020**
- **City of National City's Comments on the Test Claim filed May 28, 2020**
- **City of Oceanside's Comments on the Test Claim filed May 28, 2020**
- **City of Vista's Comments on the Test Claim filed May 28, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*

Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)

San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 29, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



FROM THE OFFICE OF MAYOR ALEJANDRA SOTELO-SOLIS

May 28, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

RECEIVED  
May 28, 2020  
Commission on  
State Mandates

**Exhibit J**

**Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of The City of National City, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)

“Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer [] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57. Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, The City of National City encourages the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alejandra Sotelo-Solis', written over a light blue horizontal line.

Alejandra Sotelo-Solis  
Mayor of National City



### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 29, 2020, I served the:

- **City of La Mesa's Comments on the Test Claim filed May 28, 2020**
- **City of Lemon Grove's Comments on the Test Claim filed May 28, 2020**
- **City of National City's Comments on the Test Claim filed May 28, 2020**
- **City of Oceanside's Comments on the Test Claim filed May 28, 2020**
- **City of Vista's Comments on the Test Claim filed May 28, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*

Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)

San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 29, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



# CITY OF OCEANSIDE

RECEIVED  
May 28, 2020  
Commission on  
State Mandates

Exhibit K

May 19, 2020

The Honorable Keely Bosler  
Chair, Commission on State Mandates  
980 9th Street, Suite 300  
Sacramento, CA 95814

**RE: Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Honorable Chair Bosler:

On behalf of the City of Oceanside, I'm writing to express support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. The IPA is charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency.

Prior to AB 805, the IPA position at SANDAG did not exist. The requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history.

It is clear the Legislature understood the statute would "transfer to local agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because "it appears to create a reimbursable state mandate." The potentially reimbursable components included requiring a higher level of audit functions from SANDAG, though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG has increased membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. But there are residual costs associated with the state-imposed mandate. Given the current economic situation, member agencies like Oceanside are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of Oceanside encourages the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

Sincerely,



Peter Weiss

MAYOR



### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 29, 2020, I served the:

- **City of La Mesa's Comments on the Test Claim filed May 28, 2020**
- **City of Lemon Grove's Comments on the Test Claim filed May 28, 2020**
- **City of National City's Comments on the Test Claim filed May 28, 2020**
- **City of Oceanside's Comments on the Test Claim filed May 28, 2020**
- **City of Vista's Comments on the Test Claim filed May 28, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*

Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)

San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 29, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



**RECEIVED**  
May 28, 2020  
**Commission on  
State Mandates**

## Exhibit L

### MAYOR & CITY COUNCIL

Judy Ritter  
Mayor

Amanda Rigby  
Deputy Mayor

John B. Franklin  
Councilmember

Joe Green  
Councilmember

Corinna Contreras  
Councilmember

CITY MANAGER  
Patrick Johnson

May 26, 2020

Ms. Heather Halsey  
Executive Director, Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of the City of Vista, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the responsibility for providing services which the state believed should be extended to

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e)

Ms. Heather Halsey  
Executive Director, Commission on State Mandates  
May 26, 2020  
Page 2

**Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

the public.” County of Los Angeles, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a “program.”

Prior to AB 805, the IPA position at SANDAG did not exist. Further, the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be “Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG, though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.



Ms. Heather Halsey  
Executive Director, Commission on State Mandates  
May 26, 2020  
Page 3

**Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent  
Performance Auditor Staffing and Other Increased Cost**

For these reasons, the City of Vista encourages the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,

A handwritten signature in dark ink, appearing to read "Judy Ritter", written in a cursive style.

Judy Ritter  
Mayor  
City of Vista

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On May 29, 2020, I served the:

- **City of La Mesa's Comments on the Test Claim filed May 28, 2020**
- **City of Lemon Grove's Comments on the Test Claim filed May 28, 2020**
- **City of National City's Comments on the Test Claim filed May 28, 2020**
- **City of Oceanside's Comments on the Test Claim filed May 28, 2020**
- **City of Vista's Comments on the Test Claim filed May 28, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*

Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)

San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on May 29, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



May 29, 2020

**Exhibit M**

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of the City of Carlsbad, I am writing to express our support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." County of Los Angeles v. State of California, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." County of Los Angeles v. Comm'n on State Mandates, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)



indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be “Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessment fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of Carlsbad encourages the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,



Matt Hall  
Mayor

**City of Carlsbad City Council**

**City Hall** 1200 Carlsbad Village Drive | Carlsbad, CA 92008 | 760-434-2820 t

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 1, 2020, I served the:

- **City of Del Mar's Comments on the Test Claim filed May 29, 2020**
- **City of Encinitas' Comments on the Test Claim filed May 29, 2020**
- **City of Solana Beach's Comments on the Test Claim filed May 29, 2020**
- **City of Carlsbad's Comments on the Test Claim filed May 29, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 1, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz**, *Artiano Shinoff*

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad**, *County of San Bernardino*

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer**, *City of Newport Beach*

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton**, Chief Legal Counsel, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous**, Chief, *State Controller's Office*

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano**, Chief, Mandated Cost Audits Bureau, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale**, *State Controller's Office*

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw**, Director, *Senate Budget & Fiscal Review Committee*

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson**, Budget Analyst, *Department of Finance*

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar**, *MGT of America*

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



RECEIVED  
May 29, 2020  
Commission on  
State Mandates

## Exhibit N

May 29, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**Subject: Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

Dear Ms. Halsey:

On behalf of the City of Del Mar, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State

---

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4),(c),(d), and (e)



Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of Del Mar encourages the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

Sincerely,



Ellie Haviland  
Mayor

Cc:

Del Mar City Council  
CJ Johnson, City of Del Mar  
Kristen Crane, City of Del Mar  
Joseph Smith, City of Del Mar  
Robyn Wapner, SANDAG  
Tessa Lero, SANDAG

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 1, 2020, I served the:

- **City of Del Mar's Comments on the Test Claim filed May 29, 2020**
- **City of Encinitas' Comments on the Test Claim filed May 29, 2020**
- **City of Solana Beach's Comments on the Test Claim filed May 29, 2020**
- **City of Carlsbad's Comments on the Test Claim filed May 29, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 1, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



# City of Encinitas

**RECEIVED**  
May 29, 2020  
**Commission on  
State Mandates**

Office of  
The Mayor

## Exhibit O

May 29, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**Catherine S. Blakespear**  
Mayor

### **Response to Test Claim 19-TC-03, Assembly Bill No. 805 SANDAG's Independent Performance Auditor Staffing and Other Increased Cost**

**Kellie Shay Hinze**  
Deputy Mayor

Dear Ms. Halsey:

On behalf of the City of Encinitas, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

**Tony Kranz**  
Council Member

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

**Joe Mosca**  
Council Member

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

**Jody Hubbard**  
Council Member

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

**Karen P. Brust**  
City Manager

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e)



mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be “Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts.” The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be “Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee...”

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would “transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public.” County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because “it appears to create a reimbursable state mandate.” The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of Encinitas encourages the Commission on State Mandates to approve SANDAG’s test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Blakespear".

Catherine Blakespear, Mayor

### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 1, 2020, I served the:

- **City of Del Mar's Comments on the Test Claim filed May 29, 2020**
- **City of Encinitas' Comments on the Test Claim filed May 29, 2020**
- **City of Solana Beach's Comments on the Test Claim filed May 29, 2020**
- **City of Carlsbad's Comments on the Test Claim filed May 29, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 1, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



## **CITY OF SOLANA BEACH**

635 SOUTH HIGHWAY 101 • SOLANA BEACH, CA 92075 • (858) 720-2400 • Fax (858) 720-2455

[www.cityofsolanabeach.org](http://www.cityofsolanabeach.org)

### **Exhibit P**

May 29, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**SUBJECT: RESPONSE TO TEST CLAIM 19-TC-03, ASSEMBLY BILL NO. 805 SANDAG'S INDEPENDENT PERFORMANCE AUDITOR STAFFING AND OTHER INCREASED COST**

Dear Ms. Halsey:

On behalf of the City of Solana Beach, I am writing to express my support for the test claim submitted by the San Diego Association of Governments (SANDAG) on March 19, 2020, related to "Assembly Bill 805 (AB 805) SANDAG's Independent Performance Auditor Staffing and Other Increased Cost."

AB 805 mandates that SANDAG appoint an Independent Performance Auditor (IPA) to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs relating to the agency. It also provides that the IPA have the power to appoint and employee personnel as believed necessary for efficient and effective administration of affairs of the office. The IPA is also charged with the responsibilities to investigate any material claim of financial fraud, waste or impropriety within the agency, claimant, or other persons.<sup>1</sup>

A statute creates a "program" when it creates: "[1] programs that carry out the governmental function of providing services to the public, or [2] laws which, to implement a state policy, impose unique requirements on local governments and do not apply generally to all residents and entities in the state." *County of Los Angeles v. State of California*, 43 Cal. 3d 46, 56 (1987). A program is "new" if the local governmental entity had not previously been required to institute it." *County of Los Angeles v. Comm'n on State Mandates*, 110 Cal. App. 4th 1176, 1189 (2003).

The purpose of the constitutional provision requiring reimbursement to local governments for a new program is to prevent "transferring to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." *County of Los Angeles*, 43 Cal. 3d at 56-57. The test claim statute meets this definition of a "program."

Prior to AB 805, the IPA position at SANDAG did not exist. Further the requirement to create this position is

<sup>1</sup> Public Utilities Code Section 132354.1 (b) (2), (3), and (4), (c), (d), and (e)



unique to SANDAG as the statute does not apply to similar regional agencies statewide. The Legislature anticipated that AB 805 would impose a mandate on SANDAG, as indicated in the legislative history. The Senate Committee on Appropriations (August 28, 2017) determined the fiscal effect of the bill to be "Unknown, potentially reimbursable local mandate costs to...establish an in-house audit committee and independent auditor within SANDAG... To the extent SANDAG, MTS, and/or NCTD files a successful claim for reimbursement with the Commission on State Mandates, this bill could result in significant General Fund impacts." The Assembly Committee on Appropriations (May 17, 2017) found the fiscal effect to be "Unknown, potentially reimbursable mandate costs, likely in the several hundreds of thousands of dollars, to the affected local agencies to...establish an audit committee..."

Although these comments are not binding on the Commission, see Cal. Government Code § 17575, it is clear the Legislature understood the statute would "transfer[] to [local] agencies the fiscal responsibility for providing services which the state believed should be extended to the public." County of Los Angeles, 43 Cal. 3d at 56-57.

Similarly, the Department of Finance stated it opposed AB 805 because "it appears to create a reimbursable state mandate." The potentially reimbursable components included requiring a higher level of audit functions from SANDAG though Finance could not quantify the potential fiscal impact of the bill on SANDAG.

Though SANDAG can and has assessed membership assessment fees, the amounts collected are not sufficient to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG doubled membership assessments fees to help recover some of the increased costs that resulted from the state-imposed mandate. Since April 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residual costs associated with the state-imposed mandate. Given the current economic situation, SANDAG member agencies are unable to further increase their member assessment contributions. The amounts collected are not sufficient and do result in costs incurred that are not fully covered by offsets, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.

For these reasons, the City of Solana Beach encourages the Commission on State Mandates to approve SANDAG's test claim, reimbursing the claimant for incurred, eligible expenses.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct to the best of my personal knowledge, information and belief.

Sincerely,



Jewel Edson  
Mayor  
City of Solana Beach

### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 1, 2020, I served the:

- **City of Del Mar's Comments on the Test Claim filed May 29, 2020**
- **City of Encinitas' Comments on the Test Claim filed May 29, 2020**
- **City of Solana Beach's Comments on the Test Claim filed May 29, 2020**
- **City of Carlsbad's Comments on the Test Claim filed May 29, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 1, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov

June 29, 2020

**RECEIVED**  
June 29, 2020  
**Commission on  
State Mandates**

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

## Exhibit Q

### Response to Test Claim 19-TC-03, SANDAG – Independent Performance Auditor

Dear Ms. Halsey:

The Department of Finance (Finance) has reviewed Test Claim 19-TC-03 submitted to the Commission on State Mandates by the San Diego Association of Governments (Claimant). The Claimant alleges there are state-mandated, reimbursable costs associated with Chapter 658, Statutes of 2017 (AB 805). This test claim should be denied for the reasons stated below.

AB 805, Chapter 658, Statutes of 2017 added and amended sections of the Public Utilities Code related to transportation agencies. It modified the governance structure and procedures of the Claimant and two local transit operators, the San Diego Metropolitan Transit Development Board and the North County Transit District. The Claimant alleges the statute created auditing, reporting, and oversight requirements. As part of these requirements, the Claimant alleges it must create an audit committee with specified responsibilities, including the appointment of an independent performance auditor.

The Claimant is a joint powers agency established pursuant to the Joint Exercise of Powers Act, Government Code sections 6500-6536 and is therefore not an eligible claimant under Article XIII B, section 6 of the California Constitution because it does not have independent taxation authority. The claimant alleges it is authorized to levy a retail transactions and use tax in San Diego County. However, pursuant to Public Utilities Code section 132301, the San Diego County Regional Transportation Commission (Commission) is the local entity that is authorized to impose a sales and use tax for local transportation purposes. The Commission transfers sales and use tax revenue to the Claimant to pay for staffing and other administrative costs. The Claimant is an indirect recipient of tax revenue and does not have independent authority to impose taxes, rendering the agency ineligible for mandate claims. Even if the Claimant were an eligible claimant, they have fee authority to cover the cost of complying with this statute.



Government Code section 17556 directs the Commission on State Mandates to determine costs are not mandated by the state if certain criteria are met, as outlined in the statute. This claim is subject to Government Code section 17556, subdivision (d) because the claimant has the authority to assess membership fees to board members that represent the county and cities around the San Diego Region. According to the claimant, despite doubling membership fees in 2019, the fees only partially offset the claimed costs. However, there is no cap on the Claimant's fee authority, and fees could be used to offset the full costs associated with this statute.

To comply with AB 805, the Claimant created the Office of the Independent Performance Auditor (OIPA), and OIPA is the official body to investigate allegations of potential fraud, waste, and abuse. The Claimant alleges the costs associated with the OIPA are reimbursable costs. The Claimant reports a total cost of \$430,159 for 2019-20. It appears that these costs may be overstated as some of them are not related to the alleged mandated activities. Salaries and benefits for multiple audit positions, including interns, are included in the claimed costs while the statute only requires appointment of a singular independent performance auditor. The Claimant is able to discharge its alleged required audit functions by contracting with an auditor rather than hiring staff and interns. Miscellaneous costs for training and development and professional licensing are also included in the claim, but the statute does not stipulate any specific training or licensing requirements for the independent performance auditor.

Sincerely,

*Chris Hill 4/*

ERIKA LI  
Program Budget Manager

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

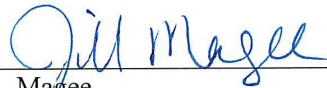
On June 30, 2020, I served the:

- **Finance's Comments on the Test Claim filed June 29, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 30, 2020 at Sacramento, California.



Jill L. Magee  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



July 15, 2020

## Exhibit R

Mr. John Kirk  
San Diego Association of Government  
(SANDAG)  
401 B Street, Suite 800  
San Diego, CA 92101

Ms. Erika Li  
Department of Finance  
915 L Street, 10th Floor  
Sacramento, CA 95814

*And Parties, Interested Parties, and Interested Persons (See Mailing List)*

**Re: Draft Proposed Decision, Schedule for Comments, and Notice of Hearing**  
*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

Dear Mr. Kirk and Ms. Li:

The Draft Proposed Decision for the above-captioned matter is enclosed for your review and comment. Pursuant to Commission on State Mandates (Commission) regulations in section 1183.3, the rebuttal period for the comments filed on this matter by the Department of Finance (Finance) served on June 30, 2020 ends July 30, 2020. Rebuttal comments, if they are filed, will be reviewed and considered in the Proposed Decision. Please note that rebuttal comments and comments on the Draft Proposed Decision may be combined.

### Written Comments

Written comments may be filed on the Draft Proposed Decision by **August 5, 2020**. Please note that all representations of fact submitted to the Commission must be signed under penalty of perjury by persons who are authorized and competent to do so and must be based upon the declarant's personal knowledge, information, or belief. (Cal. Code Regs., tit. 2, § 1187.5.) Hearsay evidence may be used for the purpose of supplementing or explaining other evidence but shall not be sufficient in itself to support a finding unless it would be admissible over an objection in civil actions. (Cal. Code Regs., tit. 2, § 1187.5.) The Commission's ultimate findings of fact must be supported by substantial evidence in the record.<sup>1</sup>

You are advised that comments filed with the Commission are required to be electronically filed (e-filed) in an unlocked legible and searchable PDF file, using the Commission's Dropbox. (Cal. Code Regs., tit. 2, § 1181.3(c)(1).) Refer to [http://www.csm.ca.gov/dropbox\\_procedures.php](http://www.csm.ca.gov/dropbox_procedures.php) on the Commission's website for electronic filing instructions. If e-filing would cause the filer undue hardship or significant prejudice, filing may occur by first class mail, overnight delivery or personal service only upon approval of a written request to the executive director. (Cal. Code Regs., tit. 2, § 1181.3(c)(2).)

If you would like to request an extension of time to file comments, please refer to section 1187.9(a) of the Commission's regulations.

---

<sup>1</sup> Government Code section 17559(b), which provides that a claimant or the state may commence a proceeding in accordance with the provisions of section 1094.5 of the Code of Civil Procedure to set aside a decision of the Commission on the ground that the Commission's decision is not supported by substantial evidence in the record.



### Hearing

This matter is set for hearing on **Friday, September 25, 2020** at 10:00 a.m. via Zoom. The Proposed Decision will be issued on or about September 11, 2020.

Please notify Commission staff not later than the Wednesday prior to the hearing that you or a witness you are bringing plan to testify and please specify the names of the people who will be speaking for inclusion on the witness list and so that detailed instructions regarding how to participate as a witness in this meeting on Zoom can be provided to them. When calling or emailing, please identify the item you want to testify on and the entity you represent. The Commission Chairperson reserves the right to impose time limits on presentations as may be necessary to complete the agenda.

If you would like to request postponement of the hearing, please refer to section 1187.9(b) of the Commission's regulations.

Sincerely,

A handwritten signature in blue ink, appearing to read "Heather Halsey", written in a cursive style.

Heather Halsey  
Executive Director

**ITEM \_\_\_\_**  
**TEST CLAIM**  
**DRAFT PROPOSED DECISION**

Public Utilities Code Section 132354.1

Statutes 2017, Chapter 658 (AB 805)

*SANDAG: Independent Performance Auditor*

19-TC-03

San Diego Association of Governments, Claimant

---

**EXECUTIVE SUMMARY**

**Overview**

This Test Claim alleges reimbursable state-mandated activities and increased costs imposed on the San Diego Association of Governments (SANDAG) arising from Public Utilities Code section 132354.1(b)(2), (b)(3), (b)(4), (c), (d), and (e), enacted by Statutes 2017, chapter 658 (AB 805). The test claim statute requires SANDAG, as the San Diego County consolidated transportation agency, to appoint an independent performance auditor who is charged with specified powers and responsibilities, including the power to appoint and employ staff as deemed necessary. SANDAG also alleges that the test claim statute requires it to incur associated costs, such as for equipment and supplies, training and development, audit-related travel, and professional fees and licensing.

Staff finds that SANDAG is not subject to the taxing and spending limitations of articles XIII A and XIII B and is therefore ineligible to claim mandate reimbursement under article XIII B, section 6. Alternatively, staff finds that even if SANDAG were an eligible claimant, SANDAG has fee authority sufficient to offset the costs associated with the new activities required by the test claim statute. Accordingly, staff recommends that the Commission on State Mandates (Commission) deny this Test Claim as specified herein.

**Procedural History**

The claimant filed the Test Claim on March 19, 2020.<sup>1</sup> The claimant filed comments on the Test Claim on May 21, 2020.<sup>2</sup> The City of Imperial Beach filed comments on the Test Claim on May 22, 2020.<sup>3</sup> The San Diego County Supervisor, Fifth District filed comments on the Test

---

<sup>1</sup> Exhibit A, Test Claim, page 1.

<sup>2</sup> Exhibit B, Claimant's Comments on the Test Claim.

<sup>3</sup> Exhibit C, City of Imperial Beach's Comments on the Test Claim.

Claim on May 26, 2020.<sup>4</sup> The City of Chula Vista filed comments on the Test Claim on May 27, 2020.<sup>5</sup> The City of El Cajon filed comments on the Test Claim on May 27, 2020.<sup>6</sup> Mr. Paul J. Dostart filed comments on the Test Claim on May 27, 2020.<sup>7</sup> The City of La Mesa filed comments on the Test Claim on May 28, 2020.<sup>8</sup> The City of Lemon Grove filed comments on the Test Claim on May 28, 2020.<sup>9</sup> The City of National City filed comments on the Test Claim on May 28, 2020.<sup>10</sup> The City of Oceanside filed comments on the Test Claim on May 28, 2020.<sup>11</sup> The City of Vista filed comments on the Test Claim on May 28, 2020.<sup>12</sup> The City of Carlsbad filed comments on the Test Claim on May 29, 2020.<sup>13</sup> The City of Del Mar filed comments on the Test Claim on May 29, 2020.<sup>14</sup> The City of Encinitas filed comments on the Test Claim on May 29, 2020.<sup>15</sup> The City of Solana Beach filed comments on the Test Claim on May 29, 2020.<sup>16</sup> The Department of Finance (Finance) filed comments on the Test Claim on June 29, 2020.<sup>17</sup> Commission staff issued the Draft Proposed Decision on July 15, 2020.<sup>18</sup>

### **Commission Responsibilities**

Under article XIII B, section 6 of the California Constitution, local agencies and school districts are entitled to reimbursement for the costs of state-mandated new programs or higher levels of service. In order for local government to be eligible for reimbursement, one or more similarly situated local agencies or school districts must file a test claim with the Commission. “Test claim” means the first claim filed with the Commission alleging that a particular statute or executive order imposes costs mandated by the state. Test claims function similarly to class actions and all members of the class have the opportunity to participate in the test claim process and all are bound by the final decision of the Commission for purposes of that test claim.

---

<sup>4</sup> Exhibit D, San Diego County Supervisor, Fifth District’s Comments on the Test Claim.

<sup>5</sup> Exhibit E, City of Chula Vista’s Comments on the Test Claim.

<sup>6</sup> Exhibit F, City of El Cajon’s Comments on the Test Claim.

<sup>7</sup> Exhibit G, Mr. Paul J. Dostart’s Comments on the Test Claim.

<sup>8</sup> Exhibit H, City of La Mesa’s Comments on the Test Claim.

<sup>9</sup> Exhibit I, City of Lemon Grove’s Comments on the Test Claim.

<sup>10</sup> Exhibit J, City of National City’s Comments on the Test Claim.

<sup>11</sup> Exhibit K, City of Oceanside’s Comments on the Test Claim.

<sup>12</sup> Exhibit L, City of Vista’s Comments on the Test Claim.

<sup>13</sup> Exhibit M, City of Carlsbad’s Comments on the Test Claim.

<sup>14</sup> Exhibit N, City of Del Mar’s Comments on the Test Claim.

<sup>15</sup> Exhibit O, City of Encinitas’s Comments on the Test Claim.

<sup>16</sup> Exhibit P, City of Solana Beach’s Comments on the Test Claim.

<sup>17</sup> Exhibit Q, Finance’s Comments on the Test Claim, page 1.

<sup>18</sup> Exhibit R, Draft Proposed Decision.

The Commission is the quasi-judicial body vested with exclusive authority to adjudicate disputes over the existence of state-mandated programs within the meaning of article XIII B, section 6 of the California Constitution and not apply it as an “equitable remedy to cure the perceived unfairness resulting from political decisions on funding priorities.”<sup>19</sup>

### **Claims**

The following chart provides a brief summary of the claims and issues raised and staff’s recommendation.

<b>Issue</b>	<b>Description</b>	<b>Staff Recommendation</b>
Was the Test Claim timely filed pursuant to Government Code section 17551?	Government Code section 17551(c) states: “test claims shall be filed not later than 12 months following the effective date of a statute or executive order, or within 12 months of incurring increased costs as a result of a statute or executive order, whichever is later.”	<i>Timely Filed</i> – Costs were first incurred as a result of the test claim statute on April 2, 2019. The Test Claim was filed on March 19, 2020. Accordingly, the Test Claim was filed within 12 months of incurring increased costs as a result of the test claim statute, which is timely pursuant to the second prong of Government Code section 17551(c).
Is SANDAG eligible to seek reimbursement under article XIII B, section 6?	To be eligible to claim reimbursement under article XIII B, section 6, a claimant must be subject to the tax and spend provisions of articles XIII A and XIII B.	<i>Deny</i> – SANDAG is not subject to the taxing and spending limitations of articles XIII A and XIII B because it lacks the authority to impose taxes, does not expend local proceeds of taxes, and does not have an appropriations limit. Thus, SANDAG is not eligible for subvention under article XIII B, section 6.
Has SANDAG incurred “costs mandated by the state”?	Government Code section 17556(d) provides that reimbursement under article XIII B, section 6 of the California Constitution is not required when a local agency has fee, service charge or assessment authority sufficient	<i>Deny</i> – SANDAG has not incurred “costs mandated by the state” because it has sufficient fee authority to pay for the new required activities imposed by the test claim statute pursuant to Government Code section 17556(d).

<sup>19</sup> *County of Sonoma v. Commission on State Mandates* (2000) 84 Cal.App.4th 1264, 1281, citing *City of San Jose v. State of California* (1996) 45 Cal.App.4th 1802, 1817.

Issue	Description	Staff Recommendation
	to pay for the mandated costs of the program.	

### **Staff Analysis**

#### **A. The Test Claim Was Timely Filed Pursuant to Government Code Section 17551.**

Government Code section 17551(c) requires that a test claim be filed “not later than 12 months after the effective date of the statute or executive order, or within 12 months of incurring increased costs as a result of a statute or executive order, whichever is later.” The Test Claim includes a declaration by the Andre Douzdjian, Chief Financial Officer for SANDAG, stating that SANDAG first incurred costs as a result of the test claim statute on April 2, 2019.<sup>20</sup> The Test Claim was filed on March 19, 2020. Accordingly, the Test Claim was filed within 12 months of first incurring increased costs as a result of the test claim statute, which is timely pursuant to the second prong of Government Code section 17551(c).

#### **B. SANDAG Is Not Eligible to Claim Reimbursement Under Article XIII B, Section 6, Because SANDAG Has No Authority to Impose Taxes and Is Not Subject to the Appropriations Limit of Article XIII B.**

Public Utilities Code section 132354.1, as amended by the test claim statute, requires SANDAG to perform the following activities:

- Appoint an independent performance auditor, who is charged with conducting performance audits of “all departments, offices, boards, activities, agencies, and programs of the consolidated agency”<sup>21</sup>; prepare an annual audit plan<sup>22</sup>; and appoint, employ and remove staff as necessary to carry out the duties of the office and prescribe the duties, scope of authority and qualifications of its staff.<sup>23</sup> The auditor is authorized to investigate claims of financial fraud, waste or impropriety within the consolidated agency and may conduct examinations under oath for that purpose.<sup>24</sup>
- Establish internal control guidelines to prevent and detect financial errors and fraud;<sup>25</sup> establish an administration policy pertaining to regularly conducting staff performance evaluations to ensure that staff are sufficiently qualified<sup>26</sup>; and make an annual report to member agencies at a public meeting that summarizes the consolidated agency’s

<sup>20</sup> Exhibit A, Test Claim, pages 21, 23.

<sup>21</sup> Public Utilities Code section 132354.1(b)(2).

<sup>22</sup> Public Utilities Code section 132354.1(b)(2).

<sup>23</sup> Public Utilities Code section 132354.1(b)(3).

<sup>24</sup> Public Utilities Code section 132354.1(b)(4).

<sup>25</sup> Public Utilities Code section 132354.1(c).

<sup>26</sup> Public Utilities Code section 132354.1(d).

activities, including “program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.”<sup>27</sup>

- Fully cooperate with the auditor, including making a full disclosure of all pertinent information and granting the auditor unrestricted access to necessary employees, information, and records.<sup>28</sup>
- Include, in all contracts with consultants, vendors, or agencies an audit provision allowing the auditor access to the entity’s records as needed to verify compliance with the contract terms.<sup>29</sup>
- Make all audit results and reports publicly available.<sup>30</sup>

SANDAG seeks reimbursement for the costs of hiring an independent performance auditor and additional audit staff, and for associated costs, including equipment and supplies, training and professional development, travel, and professional dues and licensing.<sup>31</sup>

To be eligible for reimbursement under article XIII B, section 6, a local agency must be subject to the taxing and spending limitations of article XIII A and XIII B of the California Constitution. Here, reimbursement is not required because SANDAG has no authority to levy taxes subject to the appropriations limit of article XIII B and therefore is not eligible to claim mandate reimbursement under section 6.

Article XIII B, section 6 was specifically designed to protect the tax revenues of local governments from state mandates that would require expenditure of tax revenues which are subject to limitation.

Section 6 was included in article XIII B in recognition that article XIII A of the Constitution severely restricted the taxing powers of local governments. (See *County of Los Angeles I, supra*, 43 Cal.3d at p. 61.) The provision was intended to preclude the state from shifting financial responsibility for carrying out governmental functions onto local entities that were ill equipped to handle the task. (*Ibid.*; see *Lucia Mar Unified School Dist. v. Honig* (1988) 44 Cal.3d 830, 836, fn. 6.) Specifically, it was designed to protect the tax revenues of local governments from state mandates that would require expenditure of such revenues. Thus, although its language broadly declares that the “state shall provide a subvention of funds to reimburse ... local government for the costs [of a state-mandated new] program or higher level of service,” read in its textual and

---

<sup>27</sup> Public Utilities Code section 132354.1(e).

<sup>28</sup> Public Utilities Code section 132354.1(b)(2).

<sup>29</sup> Public Utilities Code section 132354.1(b)(4).

<sup>30</sup> Public Utilities Code section 132354.1(b)(4).

<sup>31</sup> Exhibit A, Test Claim, pages 11-14.

historical context section 6 of article XIII B requires subvention only when the costs in question can be recovered *solely from tax revenues*.<sup>32</sup>

SANDAG is a statutorily created consolidated transportation agency, comprised of the San Diego Association of Governments, a joint powers agency, and the San Diego Metropolitan and North San Diego County Transit Development Boards.<sup>33</sup> The consolidated agency is the successor agency to SANDAG and the two transit boards and is a statutorily created regional transportation planning agency under Section 29532.1 of the Government Code.<sup>34</sup> Public Utilities Code section 132351.3 provides, in pertinent part:

As the successor to SANDAG, the consolidated agency succeeds to, continues, and maintains SANDAG's federal, state and local designations, including, but not limited to, designation as the Metropolitan Planning Organization, is the San Diego County Regional Transportation Commission pursuant to Section 132005, is the congestion management agency, and is the council of governments for the San Diego region.<sup>35</sup>

The consolidated agency's rights and powers are enumerated at Public Utilities Code section 132354, which authorizes the consolidated agency to "fix and collect fees for any services rendered by it," but does not authorize the consolidated agency to levy taxes.

Nevertheless, SANDAG argues it is authorized to levy a retail transactions and use tax in the incorporated and unincorporated territory of the county, and to initiate proceedings to establish a community facilities district pursuant to the Mello-Roos Community Facilities Act of 1982, and may impose a special tax within the district.

### **1. The Transportation Commission's taxation power is not imputed to SANDAG.**

Contrary to SANDAG's assertions in the Test Claim, SANDAG has no authority to impose a retail transactions and use tax. A local agency's authority to tax must come from statute.<sup>36</sup> While SANDAG is statutorily authorized to generate revenue by issuing bonds and collecting fees, there are no statutes authorizing SANDAG to impose taxes.<sup>37</sup> SANDAG's primary fiscal authority is the allocation of funding from a wide variety of sources to transportation projects and programs, with federal and state government funds comprising the majority of SANDAG's revenues.<sup>38</sup>

---

<sup>32</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482, 487, emphasis in original.

<sup>33</sup> Public Utilities Code section 132353.1.

<sup>34</sup> Public Utilities Code section 132351.3.

<sup>35</sup> Public Utilities Code section 132351.3.

<sup>36</sup> *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 450 ["Taxes are levied by the Legislature, or by counties and municipalities under their delegated power, for the support of the state, county, or municipal government"].

<sup>37</sup> Public Utilities Code section 132354.

<sup>38</sup> Exhibit X, LAO, *SANDAG, An Assessment of Its Role in the San Diego Region* (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471> (accessed on

The Transportation Commission's statutory authority to levy a transactions and use tax is not imputed to SANDAG. Rather, SANDAG and the Transportation Commission are separate legal entities, with SANDAG's board designated by statute to serve as the Transportation Commission,<sup>39</sup> and SANDAG's joint powers agreement, bylaws, and rules and regulations governing Transportation Commission proceedings and administration.<sup>40</sup> SANDAG's authority to administer the Transportation Commission's transactions and use tax and allocate the revenues in accordance with the tax ordinance does not equate to authority to levy the tax.

As part of the ballot proposition to obtain approval for the retail transactions and use tax, the Transportation Commission was required by statute to seek authorization to establish "the appropriations limit of the commission."<sup>41</sup> The Transportation Commission's transactions and use tax, known as TransNet, was initially approved for a twenty year period (1988-2008).<sup>42</sup> In 2004, San Diego County voters approved a 40-year extension of TransNet (2008-2048).<sup>43</sup> The TransNet Extension Ordinance sets forth the appropriations limit for the Transportation Commission and provides that all expenditures of the transactions and use tax are subject to the appropriations limit.<sup>44</sup>

As such, SANDAG's use of the retail transactions and use tax revenues, whether pursuant to section 132360.6 or as administrator of the TransNet program, does not alter the nature of the tax revenues as the Transportation Commission's "proceeds of taxes" and subject to the Transportation Commission's appropriations limit.

## **2. SANDAG's authority to create a community facilities district does not make SANDAG subject to an appropriations limit.**

Public Utilities Code section 132370.4 authorizes the SANDAG consolidated agency to establish a community facilities district under the Mello-Roos Community Facilities Act.

---

June 19, 2020), page 14; Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), pages 1-14, 1-19.

<sup>39</sup> Public Utilities Code section 132051.

<sup>40</sup> Public Utilities Code section 132100.

<sup>41</sup> Public Utilities Code section 132309(a).

<sup>42</sup> Exhibit X, TransNet Fact Sheet (April 2018), [https://www.sandag.org/uploads/publicationid/publicationid\\_1788\\_16614.pdf](https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf) (accessed on June 3, 2020), page 1.

<sup>43</sup> Exhibit X, TransNet Fact Sheet (April 2018), [https://www.sandag.org/uploads/publicationid/publicationid\\_1788\\_16614.pdf](https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf) (accessed on June 3, 2020), page 1.

<sup>44</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, section 20.



A Mello-Roos community facilities district is a “legally constituted governmental entity established...for the sole purpose of financing facilities and services”<sup>45</sup> and does not itself provide public services.<sup>46</sup> Community facilities districts fund their services and facilities through levying and collecting special taxes on real property in the district.<sup>47</sup>

The Mello-Roos Community Facilities Act permits a local agency to establish the appropriations limit of a community facilities district, upon approval by the voters of the district.<sup>48</sup> Government Code section 53325.7 states in relevant part:

The legislative body may submit a proposition *to establish or change the appropriations limit*, as defined by subdivision (h) of Section 8 of Article XIII B of the California Constitution, *of a community facilities district* to the qualified electors of a proposed or established district. The proposition establishing or changing the appropriations limit shall become effective if approved by the qualified electors voting on the proposition...<sup>49</sup>

As the plain language of Government Code section 53325.7 makes clear, the appropriations limit under the Mello-Roos Community Facilities Act applies to the community facilities district itself, not the local agency that establishes the district.

While SANDAG, as the consolidated agency, is statutorily authorized to establish a community facilities district, SANDAG has presented no evidence to show that it has ever done so. Furthermore, even if SANDAG had established a community facilities district, because a community facilities district is subject to its own appropriations limit, SANDAG does not receive the “proceeds of taxes” levied by a community facilities district and cannot claim eligibility for reimbursement on that basis.

**C. SANDAG Has Not Incurred “Costs Mandated by the State” Because It Has Sufficient Fee Authority to Pay for Such Costs.**

Even if SANDAG were found to be an eligible claimant, SANDAG has not incurred increased costs mandated by the state because the agency has sufficient fee authority to cover the costs of the new required activities.

Government Code section 17556(d), provides that “[t]he commission shall not find costs mandated by the state, as defined in Section 17514, in any claim submitted by local agency or school district, if, after the hearing, the commission finds that: (d) The local agency or school

---

<sup>45</sup> Government Code section 53317(b).

<sup>46</sup> Exhibit X, California Senate Local Government Committee, *What’s So Special About Special Districts?* (Fourth Ed.) (October 2010), page 3, <https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/2010WSSASD4edition.pdf> (accessed on June 24, 2020).

<sup>47</sup> Government Code sections 53313, 53326.

<sup>48</sup> Government Code section 53325.7.

<sup>49</sup> Government Code section 53325.7, emphasis added.

district has the authority to levy service charges, fees, or assessments sufficient to pay for the mandated program or increased level of service.”

If a local agency has “the authority, i.e., the right or the power, to levy fees sufficient to cover the costs of the state-mandated program,” reimbursement is not required.<sup>50</sup> Whether a local agency has the fee authority sufficient to pay for the costs of the program under Government Code section 17556 (d) is a pure question of law.<sup>51</sup> The application of Government Code section 17556(d) does not depend on the “practical ability [of charging fees] in light of surrounding economic circumstances,” but rather on the right or power to levy such fees.<sup>52</sup>

SANDAG, as the consolidated agency, is authorized under Public Utilities Code section 132354(h) to “fix and collect fees for any services rendered by it.” The agency uses three forms of member agency assessments as part of its annual budget: (1) SANDAG member assessments, (2) Criminal Justice member assessments, and (3) Automated Regional Justice Information System (ARJIS) member assessments and use fees.<sup>53</sup> SANDAG’s bylaws provide for the manner in which the “portion of the budget for SANDAG, which is to be supplied by the Member Agencies, as adopted by the Board of Directors” is assessed.<sup>54</sup> General member assessments are based on population estimates for each member agency relative to the total regional population.<sup>55</sup>

The plain language of Public Utilities Code section 132354(h) gives SANDAG, as the consolidated agency, broad authority to levy fees on its member agencies to pay for “any services rendered by it.”

Accordingly, SANDAG, as a consolidated agency, has the fee, service charge or assessment authority sufficient to pay for the new required activities imposed by the test claim statute. Therefore, reimbursement is not required under article XIII B, section 6 of the California Constitution.

### **Conclusion**

Based on the forgoing analysis, staff finds that SANDAG is exempt from the taxing and spending restrictions of articles XIII A and B of the California Constitution and therefore ineligible to claim mandate reimbursement under article XIII B, section 6. Alternatively, even if

---

<sup>50</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 401.

<sup>51</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 399.

<sup>52</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 401.

<sup>53</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), page 10-1, <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020).

<sup>54</sup> Exhibit X, San Diego Association of Governments Bylaws, article VI, section 2, as amended April 2020.

<sup>55</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), page 10-1, <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020).

SANDAG were found to be an eligible test claimant, the Commission finds that SANDAG has fee authority sufficient to pay for the costs associated with the new activities required by the test claim statute pursuant to Government Code section 17556(d) and therefore is not entitled to reimbursement.

**Staff Recommendation**

Staff recommends that the Commission adopt the Proposed Decision to deny the Test Claim and authorize staff to make any technical, non-substantive changes to the Proposed Decision following the hearing.

BEFORE THE  
COMMISSION ON STATE MANDATES  
STATE OF CALIFORNIA

IN RE TEST CLAIM	Case No.: 19-TC-03
Public Utilities Code Section 132354.1	<i>SANDAG: Independent Performance Auditor</i>
Statutes 2017, Chapter 658 (AB 805)	DECISION PURSUANT TO
Filed on March 19, 2020	GOVERNMENT CODE SECTION 17500
San Diego Association of Governments, Claimant	ET SEQ.; CALIFORNIA CODE OF REGULATIONS, TITLE 2, DIVISION 2, CHAPTER 2.5, ARTICLE 7.
	<i>(Adopted September 25, 2020)</i>

**DECISION**

The Commission in State Mandates (Commission) heard and decided this Test Claim during a regularly scheduled hearing on September 25, 2020. [Witness list will be included in the adopted Decision.]

The law applicable to the Commission's determination of a reimbursable state-mandated program is article XIII B, section 6 of the California Constitution, Government Code sections 17500 et seq., and related case law.

The Commission [adopted/modified] the Proposed Decision to [approve/partially approve/deny] the Test Claim by a vote of [vote will be included in the adopted Decision], as follows:

<b>Member</b>	<b>Vote</b>
Lee Adams, County Supervisor	
Mark Hariri, Representative of the State Treasurer, Vice Chairperson	
Jeannie Lee, Representative of the Director of the Office of Planning and Research	
Gayle Miller, Representative of the Director of the Department of Finance, Chairperson	
Sarah Olsen, Public Member	
Carmen Ramirez, City Council Member	
Jacqueline Wong-Hernandez, Representative of the State Controller	

## **Summary of the Findings**

This Test Claim alleges that reimbursement is required for state-mandated activities arising from Statutes 2017, chapter 658 (AB 805), which amended Public Utilities Code section 132354.1 to require the San Diego Association of Governments (SANDAG) to appoint an independent performance auditor who is charged with specified powers and responsibilities, including the power to appoint and employ its own staff.

The Commission finds that SANDAG is not eligible to seek reimbursement pursuant to article XIII B, section 6, because it is not subject to the taxing and spending limitations of article XIII A and B of the California Constitution. SANDAG has authority to charge fees, but no authority to levy taxes. Moreover, the authority of the San Diego County Regional Transportation Commission to levy a transactions and use tax does not apply to SANDAG, a separate legal entity. Furthermore, SANDAG's authority to create a Mello-Roos community facilities district does not make SANDAG subject to the appropriations limit of the community facilities district.

Alternatively, even if SANDAG were found to be an eligible test claimant, SANDAG has not incurred "costs mandated by the state" and is therefore not entitled to reimbursement because SANDAG has fee authority sufficient to pay the costs associated with the new activities required by the test claim statute pursuant to Government Code section 17556(d).

Accordingly, the Commission denies this Test Claim.

## **COMMISSION FINDINGS**

### **I. Chronology**

- 01/01/2018 Effective date of Statutes 2017, chapter 658, amending Public Utilities Code section 132354.1.
- 03/19/2020 The claimant filed the Test Claim.<sup>56</sup>
- 05/21/2020 The claimant filed comments on the Test Claim.<sup>57</sup>
- 05/26/2020 The San Diego County Supervisor, Fifth District filed comments on the Test Claim.<sup>58</sup>
- 05/27/2020 The City of Chula Vista, the City of El Cajon, and Mr. Paul J. Dostart filed comments on the Test Claim.<sup>59</sup>
- 05/28/2020 The City of La Mesa, the City of Lemon Grove, the City of National City, the City of Oceanside, and the City of Vista filed comments on the Test Claim.<sup>60</sup>

---

<sup>56</sup> Exhibit A, Test Claim.

<sup>57</sup> Exhibit B, Claimant's Comments on the Test Claim.

<sup>58</sup> Exhibit D, San Diego County Supervisor, Fifth District's Comments on the Test Claim.

<sup>59</sup> Exhibit E, City of Chula Vista's Comments on the Test Claim; Exhibit F, City of El Cajon's Comments on the Test Claim; Exhibit G, Mr. Paul J. Dostart's Comments on the Test Claim.

<sup>60</sup> Exhibit H, City of La Mesa's Comments on the Test Claim; Exhibit I, City of Lemon Grove's Comments on the Test Claim; Exhibit J, City of National City's Comments on the Test Claim;

05/29/2020 The City of Carlsbad, the City of Del Mar, the City of Encinitas, and the City of Solana Beach filed comments on the Test Claim.<sup>61</sup>

06/29/2020 The Department of Finance (Finance) filed comments on the Test Claim.<sup>62</sup>

07/15/2020 Commission staff issued the Draft Proposed Decision.<sup>63</sup>

## **II. Background**

This Test Claim alleges that Statutes 2017, chapter 658, which amended Public Utilities Code section 132354.1, impose reimbursable state-mandated increased costs resulting from the activities required of the San Diego Association of Governments (SANDAG) in hiring an independent performance auditor and for related auditing services.

### **A. SANDAG's Governance Structure**

SANDAG was established in 1966 as the Comprehensive Planning Organization, a voluntary association of 18 incorporated cities in the San Diego region and the San Diego county government, operating under a joint powers agreement and responsible for long-range transportation and regional planning.<sup>64</sup> In 1970, it was designated a metropolitan planning organization and then in 1971 as a regional transportation planning agency.<sup>65</sup> In 1972, it became an independent joint powers agency and changed its name to the San Diego Association of Governments in 1980.<sup>66</sup> While state and federal law have given SANDAG additional powers and duties over the years, the agency continues to operate as a “council of governments” wherein local agencies appoint one or more elected officials to serve on the board of a regional governmental entity.<sup>67</sup>

---

Exhibit K, City of Oceanside's Comments on the Test Claim; Exhibit L, City of Vista's Comments on the Test Claim.

<sup>61</sup> Exhibit M, City of Carlsbad's Comments on the Test Claim; Exhibit N, City of Del Mar's Comments on the Test Claim; Exhibit O, City of Encinitas's Comments on the Test Claim; Exhibit P, City of Solana Beach's Comments on the Test Claim.

<sup>62</sup> Exhibit Q, Finance's Comments on the Test Claim.

<sup>63</sup> Exhibit R, Draft Proposed Decision.

<sup>64</sup> Exhibit X, LAO, SANDAG, *An Assessment of Its Role in the San Diego Region* (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471> (accessed on June 19, 2020), page 11.

<sup>65</sup> Exhibit X, About SANDAG, History, <https://www.sandag.org/index.asp?fuseaction=about.history> (accessed on June 2, 2020), page 9.

<sup>66</sup> Exhibit X, LAO, SANDAG, *An Assessment of Its Role in the San Diego Region* (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471> (accessed on June 19, 2020), page 11.

<sup>67</sup> Exhibit X, LAO, SANDAG, *An Assessment of Its Role in the San Diego Region* (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471> (accessed on June 19, 2020), page 14.

## **1. San Diego County Regional Transportation Commission**

In 1986, the Legislature enacted the San Diego Regional Transportation Commission Act to provide “alternative methods of financing” for improvements to the County’s transportation system.<sup>68</sup> The Act defines SANDAG as a joint powers agency established under the Joint Exercise of Powers Act and as the transportation planning agency for the San Diego County region.<sup>69</sup>

SANDAG’s Board of Directors is designated as the San Diego County Regional Transportation Commission (Transportation Commission)<sup>70</sup> and the agency’s joint powers agreement, bylaws, and rules and regulations govern the Transportation Commission’s administration and proceedings.<sup>71</sup> The Transportation Commission is authorized by statute to impose a retail transactions and use tax ordinance, subject to approval by two-thirds of the electors.<sup>72</sup> The tax must not exceed one percent, and must be levied in quarter-percent increments.<sup>73</sup> Tax revenues may be used for Transportation Commission administration and related legal action, construction, capital acquisition, maintenance, and operation of streets, roads, and highways, construction, maintenance, and operation of public transit systems, and planning, environmental reviews, engineering and design costs, related right-of-way acquisition, and for public transportation purposes consistent with regional transportation planning.<sup>74</sup>

## **2. TransNet sales tax**

In 1987, a majority of San Diego County voters approved a one-half percent countywide transportation sales tax measure proposed by the Transportation Commission, which established the TransNet program for a 20-year period to deliver transportation projects throughout the region.<sup>75</sup> In 2004, more than two-thirds of the County’s voters approved a 40-year extension of TransNet, for the period of 2008 to 2048.<sup>76</sup> The TransNet Extension Ordinance and Expenditure

---

<sup>68</sup> Public Utilities Code section 132001.

<sup>69</sup> Public Utilities Code section 132005.

<sup>70</sup> Public Utilities Code sections 132000, 132051.

<sup>71</sup> Public Utilities Code section 132100.

<sup>72</sup> Public Utilities Code section 132301.

<sup>73</sup> Public Utilities Code section 132307.

<sup>74</sup> Public Utilities Code sections 132302, 132305.

<sup>75</sup> Exhibit X, TransNet Fact Sheet (April 2018), [https://www.sandag.org/uploads/publicationid/publicationid\\_1788\\_16614.pdf](https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf) (accessed on June 3, 2020), page 1.

<sup>76</sup> Exhibit X, TransNet Fact Sheet (April 2018), [https://www.sandag.org/uploads/publicationid/publicationid\\_1788\\_16614.pdf](https://www.sandag.org/uploads/publicationid/publicationid_1788_16614.pdf) (accessed on June 3, 2020), page 1.

Plan details the purposes for which the TransNet tax revenues may be used and sets the annual appropriations limit for the Transportation Commission.<sup>77</sup>

### **3. San Diego Consolidated Transportation Agency**

In 2003, the San Diego Regional Transportation Consolidation Act consolidated the transit planning and capital project responsibilities of the San Diego Metropolitan Transit Development Board and the North San Diego County Transit Development Board with all of the roles and responsibilities of SANDAG.<sup>78</sup> The consolidation formed a new public agency known as the consolidated agency, and became the successor agency to SANDAG and the two Transit Boards.<sup>79</sup> As the successor to SANDAG, it maintains SANDAG's designations, including but not limited to the San Diego County Regional Transportation Commission and the council of governments for the San Diego Region.<sup>80</sup> The consolidated agency is also a regional transportation planning agency under Government Code section 29532.1.<sup>81</sup> It operates under the auspices of SANDAG.<sup>82</sup>

The Consolidation Act sets forth the consolidated agency's membership, voting procedures, and organizational structure. The agency's powers and responsibilities are carried out by a board of directors, composed of 21 members, consisting of one locally elected official selected by the governing body of each city in the county and a member of the county board of supervisors.<sup>83</sup> Voting is weighted and based on both membership and on the number of people who reside within each jurisdiction.<sup>84</sup>

Amongst the agency's powers are the right to sue and be sued, acquire property by any means, including eminent domain, appoint necessary employees, contract, fix and collect fees, adopt an annual budget, fix the compensation of staff and board members, establish and enforce rules and regulations for the administration, operation, and maintenance of facilities and services, enter joint powers arrangements, provide insurance, and issue bonds.<sup>85</sup> It can also use the Transportation Commission's transactions and use tax authority under Public Utilities Code

---

<sup>77</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, sections 4, 20.

<sup>78</sup> Public Utilities Code section 132353.1; Exhibit X, Senate Committee on Governance and Finance, Analysis of AB 805 (2017-2018 Reg. Sess.), June 30, 2017, page 2.

<sup>79</sup> Public Utilities Code section 132351.3.

<sup>80</sup> Public Utilities Code section 132351.3.

<sup>81</sup> Public Utilities Code section 132351.3.

<sup>82</sup> Public Utilities Code section 132353.1. Hereafter, the consolidated agency is referred to as either "the consolidated agency" or "SANDAG."

<sup>83</sup> Public Utilities Code section 132351.1.

<sup>84</sup> Public Utilities Code section 132351.2.

<sup>85</sup> Public Utilities Code section 132354.



sections 132301 and 132302 to fund infrastructure needs as identified in the regional comprehensive plan.<sup>86</sup>

## **B. The Test Claim Statute**

The test claim statute, Statutes 2017, chapter 658, became effective January 1, 2018, amending Public Utilities Code sections 120050.2, 120051.6, 120102.5, 125102, 132351.1, 132351.2, 132351.4, 132352.3, 132354.1, 132360.1, and 132362; adding sections 120221.5, 125222.5, 132354.7, Article 11 (commencing with Section 120480) to Chapter 4 of Division 11, Article 9 (commencing with Section 125480) to Chapter 4 of Division 11.5; and repealing Sections 120050.5 and 120051.1.

At issue here is the test claim statute's amendments to section 132354.1 of the Public Utilities Code.

### **1. Prior law**

Public Utilities Code section 132354.1 was originally enacted in 2003 following the passage of SB 1703, the San Diego Regional Transportation Consolidation Act. It falls under Article 5, pertaining to the consolidated agency's powers and functions. The statute originally consisted of what is now subdivision (a) and read in its entirety as follows: "The board shall arrange for a post audit of the financial transactions and records of the consolidated agency to be made at least annually by a certified public accountant."<sup>87</sup>

### **2. Public Utilities Code section 132354.1**

The test claim statute amended section 132354.1 of the Public Utilities Code to require the San Diego consolidated transportation agency to appoint an independent performance auditor with the power to appoint and employ staff as deemed necessary. Specifically, section 132354.1 was amended as follows:

(a) The board shall arrange for a post audit of the financial transactions and records of the consolidated agency to be made at least annually by a certified public accountant.

(b) (1) The audit committee shall appoint an independent performance auditor, subject to approval by the board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the board.

(2) The independent performance auditor shall have authority to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of the consolidated agency. The auditor shall prepare annually an audit plan and conduct audits in accordance therewith and perform those other duties as may be required by ordinance or as provided by the California Constitution and general laws of the state. The auditor shall follow government auditing standards. All officers and employees of the consolidated agency shall furnish to the auditor unrestricted access to employees, information, and records, including electronic data, within their custody regarding powers,

---

<sup>86</sup> Public Utilities Code section 132360.6.

<sup>87</sup> Public Utilities Code section 132354.1(a).

duties, activities, organization, property, financial transactions, contracts, and methods of business required to conduct an audit or otherwise perform audit duties. It is also the duty of any consolidated agency officer, employee, or agent to fully cooperate with the auditor, and to make full disclosure of all pertinent information.

(3) The auditor shall have the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the office and to prescribe their duties, scope of authority, and qualifications.

(4) The auditor may investigate any material claim of financial fraud, waste, or impropriety within the consolidated agency and for that purpose may summon any officer, agent, or employee of the consolidated agency, any claimant, or other person, and examine him or her upon oath or affirmation relative thereto. All consolidated agency contracts with consultants, vendors, or agencies will be prepared with an adequate audit provision to allow the auditor access to the entity's records needed to verify compliance with the terms specified in the contract. Results of all audits and reports shall be made available to the public in accordance with the requirements of the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of the Title 1 of the Government Code).

(c) The board shall develop and adopt internal control guidelines to prevent and detect financial errors and fraud based on the internal control guidelines developed by the Controller pursuant to Section 12422.5 of the Government Code and the standards adopted by the American Institute of Certified Public Accountants.

(d) The board shall develop and adopt an administration policy that includes a process to conduct staff performance evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions, and shall monitor the evaluation process on a regular basis.

(e) The board members shall make an annual report to their member agencies at a public meeting pursuant to Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5 of the Government Code, that includes a summary of activities by the consolidated agency including, but not limited to, program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.

### **3. Impetus behind the test claim statute**

In 2016, SANDAG endorsed Measure A, a local ballot measure which proposed an additional half-percent retail sales tax for San Diego County.<sup>88</sup> Members of the agency's board of directors publicly represented that the additional sales tax would generate approximately \$18 billion in

---

<sup>88</sup> Exhibit X, John C. Hueston, Report on Independent Examination of Measure A Revenue Estimate Communications (July 31, 2017), [https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf) (accessed on June 19, 2020), page 1.

revenue for transportation development.<sup>89</sup> The proposal fell short of the two-thirds required for approval.<sup>90</sup> Soon thereafter, it was uncovered through local media attention that the projected tax revenues were inflated.<sup>91</sup> An independent examination report commissioned by SANDAG found that SANDAG knew about the Measure A forecasting error but failed to correct it.<sup>92</sup> Amongst the agency's "lapses in judgment" were instructing employees to delete draft documents, to stop communicating by email, and to instead use phones or speak in person.<sup>93</sup> According to the author of the test claim statute, using the inflated projection that SANDAG was aware was incorrect for about a year prior to the election, allowed the agency to obscure an \$8.4 billion cost increase facing the projects until after the Measure A tax increase had failed.<sup>94</sup> Therefore, the author's intent in proposing the bill was to increase SANDAG's transparency and accountability as a consolidated agency by making changes to the agency's governance structure and finance authority.<sup>95</sup>

#### **4. SANDAG's audit activities under the test claim statute**

Prior to the passage of the test claim statute, SANDAG's audit authority was limited to a certified public accountant conducting an annual post-audit of its financial transactions and records.<sup>96</sup> The test claim statute created an independent auditor position and charged the

---

<sup>89</sup> Exhibit X, John C. Hueston, Report on Independent Examination of Measure A Revenue Estimate Communications (July, 31 2017), [https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf) (accessed on June 19, 2020), page 1.

<sup>90</sup> Exhibit X, Senate Committee on Governance and Finance, Analysis of AB 805 (2017-2018 Reg. Sess.), June 30, 2017, page 4.

<sup>91</sup> Exhibit X, John C. Hueston, Report on Independent Examination of Measure A Revenue Estimate Communications (July 31, 2017), [https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf) (accessed on June 19, 2020), page 3.

<sup>92</sup> Exhibit X, John C. Hueston, Report on Independent Examination of Measure A Revenue Estimate Communications (July 31, 2017), [https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf) (accessed on June 19, 2020), pages 2-3.

<sup>93</sup> Exhibit X, John C. Hueston, Report on Independent Examination of Measure A Revenue Estimate Communications (July 31, 2017), [https://www.sandag.org/uploads/publicationid/publicationid\\_2126\\_22337.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2126_22337.pdf) (accessed on June 19, 2020), pages 3, 33.

<sup>94</sup> Exhibit X, Assembly Committee on Local Government, Analysis of AB 805 (2017-2018 Reg. Sess.), as amended April 6, 2017, pages 1, 7.

<sup>95</sup> Exhibit X, Assembly Committee on Local Government, Analysis of AB 805 (2017-2018 Reg. Sess.), as amended April 6, 2017, pages 1, 7.

<sup>96</sup> Public Utilities Code section 132354.1(a); Exhibit A, Test Claim, page 10.

position with specified powers and the performance of certain duties.<sup>97</sup> Additionally, it created an audit committee and tasked the committee with certain responsibilities, including appointing the independent performance auditor.<sup>98</sup> The committee consists of five voting members, including two board members and three public members appointed by the board.<sup>99</sup> In addition to appointing the independent performance auditor, the audit committee is responsible for recommending the contract of the firm conducting the annual financial statement audits and approving the annual audit plan.<sup>100</sup>

The Regional Transportation Commission is also required to have a certified public accountant conduct an annual post-audit of its financial transactions, records, and revenue expenditures.<sup>101</sup> The Transportation Commission is required by statute to use SANDAG's staff in lieu of hiring its own and pays SANDAG for audit services through its transactions and use tax revenue.<sup>102</sup> Under the TransNet Extension Ordinance, an Independent Taxpayers Oversight Committee (ITOC) conducts an annual independent audit using the services of an independent fiscal auditor.<sup>103</sup> The purpose of the ITOC is to ensure that the TransNet Extension voter mandates are carried out as required.<sup>104</sup>

SANDAG's board policy pertaining to the audit committee and independent performance auditor requires that the independent performance auditor coordinate audit functions such that there is *no* duplication of effort between independent performance audits conducted pursuant to Public Utilities Code section 132354.1 and those undertaken by the ITOC.<sup>105</sup>

---

<sup>97</sup> Exhibit X, Senate Committee on Governance and Finance, Analysis of AB 805 (2017-2018 Reg. Sess.), June 30, 2017, page 4.

<sup>98</sup> Public Utilities Code Section 132354.1 (Stats. 2017, ch. 658).

<sup>99</sup> Public Utilities Code Section 132354.1 (Stats. 2017, ch. 658).

<sup>100</sup> Public Utilities Code Section 132354.1 (Stats. 2017, ch. 658).

<sup>101</sup> Public Utilities Code section 132104 (Stats. 1985, ch. 1576).

<sup>102</sup> Public Utilities Code sections 132052, 132103 (Stats. 1985, ch. 1576).

<sup>103</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, section 12; Exhibit X, Statement of Understanding Regarding the Implementation of the Independent Taxpayer Oversight Committee for the Transnet Program, ITOC Responsibilities, attachment to San Diego County Regional Transportation Commission Ordinance No. 04-01, paragraph 1, page 47.

<sup>104</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, section 11.

<sup>105</sup> Exhibit X, SANDAG Board Policy No. 39, Audit Policy Advisory Committee and Audit Activities, paragraph 6.15, as amended September 2019.

**5. New requirements under Public Utilities Code section 132354.1(b)(2), (b)(3), (b)(4), (c), (d), and (e).**

Under Public Utilities Code section 132354.1, as amended by the test claim statute, the independent performance auditor is charged with the following:

- Conducting performance audits of “all departments, offices, boards, activities, agencies, and programs of the consolidated agency”<sup>106</sup>;
- Preparing an annual audit plan<sup>107</sup>; and
- Appointing, employing and removing staff as necessary to carry out the duties of the office and prescribing the duties, scope of authority and qualifications of its staff.<sup>108</sup>

The auditor is authorized to investigate claims of financial fraud, waste or impropriety within the consolidated agency and may conduct examinations under oath for that purpose.<sup>109</sup>

The board is charged with the following:

- Establishing internal control guidelines to prevent and detect financial errors and fraud;<sup>110</sup>
- Establishing an administration policy pertaining to regularly conducting staff performance evaluations to ensure that staff are sufficiently qualified<sup>111</sup>; and
- Making an annual report to member agencies at a public meeting that summarizes the consolidated agency’s activities, including “program developments, project updates, changes to voter-approved expenditure plans, and potential ballot measures.”<sup>112</sup>

The consolidated agency’s officers and employees are required to fully cooperate with the auditor, including making a full disclosure of all pertinent information and granting the auditor unrestricted access to necessary employees, information, and records.<sup>113</sup> All of the consolidated agency’s contracts with consultants, vendors, or agencies must include an audit provision allowing the auditor access to the entity’s records as needed to verify compliance with the contract terms.<sup>114</sup> All audit results and reports must be made publicly available.<sup>115</sup>

---

<sup>106</sup> Public Utilities Code section 132354.1(b)(2).

<sup>107</sup> Public Utilities Code section 132354.1(b)(2).

<sup>108</sup> Public Utilities Code section 132354.1(b)(3).

<sup>109</sup> Public Utilities Code section 132354.1(b)(4).

<sup>110</sup> Public Utilities Code section 132354.1(c).

<sup>111</sup> Public Utilities Code section 132354.1(d).

<sup>112</sup> Public Utilities Code section 132354.1(e).

<sup>113</sup> Public Utilities Code section 132354.1(b)(2).

<sup>114</sup> Public Utilities Code section 132354.1(b)(4).

<sup>115</sup> Public Utilities Code section 132354.1(b)(4).

### III. Positions of the Parties

#### A. San Diego Association of Governments

SANDAG, alleges that the test claim statute, as it amended Public Utilities Code section 132354.1(b)(2), (b)(3), (b)(4), (c), (d), and (e), imposes a reimbursable state-mandated program under article XIII B, section 6 of the California Constitution. Specifically, SANDAG alleges reimbursable costs for hiring an independent performance auditor and additional audit staff, and for associated costs, including equipment and supplies, training and professional development, travel, and professional dues and licensing.<sup>116</sup> SANDAG alleges increased costs to comply with the mandate of \$76,030 for the 2018-2019 fiscal year and \$295,537.61 for the 2019-2020 fiscal year.<sup>117</sup> SANDAG estimates \$134,621.15 in additional costs for the 2019-2020 fiscal year attributable to the mandate.<sup>118</sup> Although SANDAG agrees it has fee authority through membership fees, those fees have not been sufficient to cover the cost of the alleged mandate as follows:

Though SANDAG has the ability to and has assessed membership assessment fees to board members that represent the county and cities around the San Diego Region, the amounts collected are *not sufficient* to pay for the full mandated program increased cost. As a result of the state-imposed mandate, in 2019, SANDAG *doubled* membership assessments fees to help recover some of the increased cost that resulted from the state-imposed mandate. Since April of 2019, the assessments have and continue to be used to offset the cost mandated cost, but there are residuals cost associated with the state-imposed mandate. The amounts collected are *not sufficient and do result in cost incurred that are fully covered by offsets*, thus the remainder of the cost associated with the mandate-imposed actions and increased level of activity is what SANDAG is seeking through this test claim.<sup>119</sup>

The Test Claim includes a declaration summarizing these allegations by Andre Douzjdjian, Chief Financial Officer for SANDAG.<sup>120</sup>

In addition, SANDAG alleges that it is a special district that is subject to the tax and spend limitations of articles XIII A and XIII B and, therefore, is eligible to claim reimbursement under article XIII B, section 6 of the California Constitution.<sup>121</sup>

---

<sup>116</sup> Exhibit A, Test Claim, pages 11-14.

<sup>117</sup> Exhibit A, Test Claim, pages 11-12.

<sup>118</sup> Exhibit A, Test Claim, pages 11-12.

<sup>119</sup> Exhibit A, Test Claim, page 17, emphasis in original.

<sup>120</sup> Exhibit A, Test Claim, page 21-22.

<sup>121</sup> Exhibit A, Test Claim, pages 6-7.

SANDAG submitted separate, additional comments in support of the Test Claim that are substantially similar to the comments submitted by the City of Imperial Beach, summarized below.<sup>122</sup>

## **B. Department of Finance**

Finance argues that the Test Claim should be denied because SANDAG is not an eligible claimant, and even if it were, it has fee authority to cover the cost of complying with the test claim statute.<sup>123</sup> Specifically, Finance argues, as a joint powers agency, SANDAG is not an eligible claimant under article XIII B, section 6 of the California Constitution because it does not have the power to levy taxes.<sup>124</sup> Finance states further that SANDAG's allegation that it has authority to levy a retail transactions and use tax in San Diego County is incorrect; under Public Utilities Code section 132301, the local entity authorized to impose that tax is the San Diego County Regional Transportation Commission.<sup>125</sup> The Transportation Commission transfers its tax revenue to SANDAG to pay for administrative costs, making SANDAG an indirect recipient of tax revenue with no independent authority to impose taxes.<sup>126</sup>

Even if SANDAG were an eligible claimant, Finance argues, it has fee authority to cover the cost of complying with the test claim statute.<sup>127</sup> Under Government Code section 17556(d), costs are not mandated by the state because SANDAG has the authority to assess membership fees to its board members.<sup>128</sup> SANDAG doubled its membership fees in 2019 but claims that the fees only partially offset the claimed costs.<sup>129</sup> Because there is no cap on SANDAG's fee authority, SANDAG could use fees to offset the full costs imposed by the test claim statute.<sup>130</sup>

Finance further argues that the costs claimed by SANDAG may be overstated.<sup>131</sup> Of the total claimed costs of \$430,159 for the 2019-2020 fiscal year, costs such as salaries and benefits for multiple audit positions are not reimbursable because the test claim statute only requires appointment of a single independent performance auditor.<sup>132</sup> SANDAG can carry out the required audit functions by contracting an auditor rather than hiring additional staff.<sup>133</sup> The costs

---

<sup>122</sup> Exhibit B, Claimant's Comments on the Test Claim.

<sup>123</sup> Exhibit Q, Finance's Comments on the Test Claim, page 1.

<sup>124</sup> Exhibit Q, Finance's Comments on the Test Claim, page 1.

<sup>125</sup> Exhibit Q, Finance's Comments on the Test Claim, page 1.

<sup>126</sup> Exhibit Q, Finance's Comments on the Test Claim, page 1.

<sup>127</sup> Exhibit Q, Finance's Comments on the Test Claim, page 1.

<sup>128</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

<sup>129</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

<sup>130</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

<sup>131</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

<sup>132</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

<sup>133</sup> Exhibit Q, Finance's Comments on the Test Claim, page 2.

for staff training and development and professional licensing are not specified in the test claim statute and are therefore not related to the alleged mandated activities.<sup>134</sup>

### **C. City of Imperial Beach**

The City of Imperial Beach filed comments as an interested party, arguing that the test claim statute imposes a reimbursable state mandate by requiring SANDAG to appoint an independent performance auditor, a position that did not exist prior to the passage of AB 805.<sup>135</sup> Imperial Beach argues that the test claim statute meets the definition of “program” under *County of Los Angeles v. State of California* (1987) 43 Cal.3d 46, 56: “(1) programs that carry out the governmental function of providing services to the public, or (2) laws which implement a state policy and impose unique requirements on local governments.”<sup>136</sup> Imperial Beach further argues that under *County of Los Angeles v. Comm’n on State Mandates* (2003) 110 Cal.App.4th 1176, 1189, a program is “new” if the local agency was not previously required to institute it.<sup>137</sup>

Imperial Beach states that the legislative history of AB 805 shows that the Legislature anticipated that the test claim statute would impose a mandate on SANDAG.<sup>138</sup> In support, it cites both the Senate and Assembly Committees on Appropriations as finding that the bill potentially imposes a reimbursable mandate, but concedes that those comments are not binding on the Commission.<sup>139</sup> Imperial Beach also alleges that the Department of Finance opposed AB 805 because it appeared to create a reimbursable state mandate.<sup>140</sup>

Imperial Beach states that while SANDAG assesses membership fees, those fees are insufficient to cover the increased cost of the mandated program.<sup>141</sup> As a result of the mandate, SANDAG doubled its membership assessment fees in 2019 in an effort to recover some of the increased costs.<sup>142</sup> Imperial Beach further states that since April 2019, member assessments have been used to offset mandates costs, but that there are residual costs associated with the mandate.<sup>143</sup> Due to the current economic situation, Imperial Beach alleges that the amounts collected are insufficient and the member agencies are unable to further increase their member assessments.<sup>144</sup>

---

<sup>134</sup> Exhibit Q, Finance’s Comments on the Test Claim, page 2.

<sup>135</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 1.

<sup>136</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 1.

<sup>137</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 1.

<sup>138</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 1.

<sup>139</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, pages 1-2.

<sup>140</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 2.

<sup>141</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 2.

<sup>142</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 2.

<sup>143</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 2.

<sup>144</sup> Exhibit C, City of Imperial Beach’s Comments on the Test Claim, page 2.



The costs incurred that are not fully covered by offsets is what SANDAG seeks to have reimbursed through this Test Claim.<sup>145</sup>

**D. San Diego County Supervisor, Fifth District**

The comments of Jim Desmond, San Diego County Supervisor for the Fifth District, are in support of the test claim and are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>146</sup>

**E. City of Chula Vista**

The City of Chula Vista's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>147</sup>

**F. City of El Cajon**

The City of El Cajon's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>148</sup>

**G. Mr. Paul J. Dostart**

Mr. Paul J. Dostart filed a public comment, arguing that AB 805 is an unfunded mandate.<sup>149</sup> Mr. Dostart states that Section 19 of AB 805 contemplates a determination by the Commission on State Mandates that the bill imposes an unfunded mandate.<sup>150</sup> According to Mr. Dostart, AB 805 clearly mandates a new program or higher level of service within the meaning of article XIII B, section 6 of the California Constitution because Public Utilities Code section 132354.1 imposes only upon SANDAG a duty with an accompanying expense that does not otherwise exist under California law, namely the duty to appoint an independent performance auditor with expansive responsibility and authority.<sup>151</sup> Therefore, the costs of SANDAG's Office of the Independent Performance Auditor are reimbursable.<sup>152</sup>

**H. City of La Mesa**

The City of La Mesa's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above. The comments were submitted by Bill Baber, Deputy-Mayor of the City of La Mesa, SANDAG board member, and chair of the SANDAG Audit Committee.<sup>153</sup>

---

<sup>145</sup> Exhibit C, City of Imperial Beach's Comments on the Test Claim, page 2.

<sup>146</sup> Exhibit D, San Diego County Supervisor, Fifth District's Comments on the Test Claim.

<sup>147</sup> Exhibit E, City of Chula Vista's Comments on the Test Claim.

<sup>148</sup> Exhibit F, City of El Cajon's Comments on the Test Claim.

<sup>149</sup> Exhibit G, Mr. Paul J. Dostart's Comments on the Test Claim, page 1.

<sup>150</sup> Exhibit G, Mr. Paul J. Dostart's Comments on the Test Claim, page 1.

<sup>151</sup> Exhibit G, Mr. Paul J. Dostart's Comments on the Test Claim, page 1.

<sup>152</sup> Exhibit G, Mr. Paul J. Dostart's Comments on the Test Claim, page 1.

<sup>153</sup> Exhibit H, City of La Mesa's Comments on the Test Claim.

**I. City of Lemon Grove**

The City of Lemon Grove's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>154</sup>

**J. City of National City**

The City of National City's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>155</sup>

**K. City of Oceanside**

The City of Oceanside's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>156</sup>

**L. City of Vista**

The City of Vista's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>157</sup>

**M. City of Carlsbad**

The City of Carlsbad's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach.<sup>158</sup>

**N. City of Del Mar**

The City of Del Mar's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>159</sup>

**O. City of Encinitas**

The City of Encinitas' comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>160</sup>

**P. City of Solana Beach**

The City of Solana Beach's comments in support of the test claim are substantially similar to the comments submitted by the City of Imperial Beach, summarized above.<sup>161</sup>

---

<sup>154</sup> Exhibit I, City of Lemon Grove's Comments on the Test Claim.

<sup>155</sup> Exhibit J, City of National City's Comments on the Test Claim.

<sup>156</sup> Exhibit K, City of Oceanside's Comments on the Test Claim.

<sup>157</sup> Exhibit L, City of Vista's Comments on the Test Claim.

<sup>158</sup> Exhibit M, City of Carlsbad's Comments on the Test Claim.

<sup>159</sup> Exhibit N, City of Del Mar's Comments on the Test Claim.

<sup>160</sup> Exhibit O, City of Encinitas' Comments on the Test Claim.

<sup>161</sup> Exhibit P, City of Solana Beach's Comments on the Test Claim.

#### IV. Discussion

Article XIII B, section 6 of the California Constitution provides in relevant part the following:

Whenever the Legislature or any state agency mandates a new program or higher level of service on any local government, the state shall provide a subvention of funds to reimburse such local government for the costs of such programs or increased level of service...

The purpose of article XIII B, section 6 is to “preclude the state from shifting financial responsibility for carrying out governmental functions to local agencies, which are ‘ill equipped’ to assume increased financial responsibilities because of the taxing and spending limitations that articles XIII A and XIII B impose.”<sup>162</sup> Thus, the subvention requirement of section 6 is “directed to state-mandated increases in the services provided by [local government] ...”<sup>163</sup>

Reimbursement under article XIII B, section 6 is required when the following elements are met:

1. A state statute or executive order requires or “mandates” local agencies or school districts to perform an activity.<sup>164</sup>
2. The mandated activity constitutes a “program” that either:
  - a. Carries out the governmental function of providing a service to the public; or
  - b. Imposes unique requirements on local agencies or school districts and does not apply generally to all residents and entities in the state.<sup>165</sup>
3. The mandated activity is new when compared with the legal requirements in effect immediately before the enactment of the test claim statute or executive order and it increases the level of service provided to the public.<sup>166</sup>
4. The mandated activity results in the local agency or school district incurring increased costs, within the meaning of section 17514. Increased costs, however, are not reimbursable if an exception identified in Government Code section 17556 applies to the activity.<sup>167</sup>

The Commission is vested with the exclusive authority to adjudicate disputes over the existence of state-mandated programs within the meaning of article XIII B, section 6 of the California

---

<sup>162</sup> *County of San Diego v. State of California* (1997) 15 Cal.4th 68, 81.

<sup>163</sup> *County of Los Angeles v. State of California* (1987) 43 Cal.3d 46, 56.

<sup>164</sup> *San Diego Unified School Dist. v. Commission on State Mandates* (2004) 33 Cal.4th 859, 874.

<sup>165</sup> *San Diego Unified School Dist. v. Commission on State Mandates* (2004) 33 Cal.4th 859, 874-875 (reaffirming the test set out in *County of Los Angeles* (1987) 43 Cal.3d 46, 56).

<sup>166</sup> *San Diego Unified School Dist.* (2004) 33 Cal.4th 859, 874-875, 878; *Lucia Mar Unified School District v. Honig* (1988) 44 Cal3d 830, 835.

<sup>167</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482, 487; *County of Sonoma v. Commission on State Mandates* (2000) 84 Cal.App.4th 1265, 1284; Government Code sections 17514 and 17556.

Constitution.<sup>168</sup> The determination whether a statute or executive order imposes a reimbursable state-mandated program is a question of law.<sup>169</sup> In making its decisions, the Commission must strictly construe article XIII B, section 6 of the California Constitution, and not apply it as an “equitable remedy to cure the perceived unfairness resulting from political decisions on funding priorities.”<sup>170</sup>

**A. The Test Claim Was Timely Filed Pursuant to Government Code Section 17551.**

Government Code section 17551(c) requires that a test claim be filed “not later than 12 months after the effective date of the statute or executive order, or within 12 months of incurring increased costs as a result of a statute or executive order, whichever is later.” The Test Claim includes a declaration by Andre Douzajian, Chief Financial Officer for SANDAG, stating that SANDAG first incurred costs as a result of the test claim statute on April 2, 2019.<sup>171</sup> The Test Claim was filed on March 19, 2020. Accordingly, the Test Claim was filed within 12 months of incurring increased costs as a result of the test claim statute, which is timely pursuant to the second prong of Government Code section 17551(c).

**B. SANDAG Is Not Eligible to Claim Reimbursement Under Article XIII B, Section 6, Because SANDAG Has No Authority to Impose Taxes and Is Not Subject to the Appropriations Limit of Article XIII B.**

**1. Article XIII B, section 6 requires reimbursement only when the local government is subject to the tax and spend provisions of Articles XIII A and XIII B of the California Constitution.**

An interpretation of article XIII B, section 6 requires an understanding of articles XIII A and XIII B. “Articles XIII A and XIII B work in tandem, together restricting California governments’ power both to levy and to spend taxes for public purposes.”<sup>172</sup>

In 1978, the voters adopted Proposition 13, which added article XIII A to the California Constitution. Article XIII A drastically reduced property tax revenue previously enjoyed by local governments by providing that “the maximum amount of any ad valorem tax on real property shall not exceed one percent (1%) of the full cash value” and that the one percent (1%) tax was to be collected by counties and “apportioned according to law to the districts within the counties...”<sup>173</sup> In addition to limiting property tax revenue, section 4 also restricts a local government’s ability to impose special taxes by requiring a two-thirds approval by voters.<sup>174</sup>

---

<sup>168</sup> *Kinlaw v. State of California* (1991) 53 Cal.3d 482, 487.

<sup>169</sup> *County of San Diego v. State of California* (1997) 15 Cal.4th 68, 109.

<sup>170</sup> *County of Sonoma v. Commission on State Mandates* (2000) 84 Cal.App.4th 1265, 1280 [citing *City of San Jose v. State of California* (1996) 45 Cal.App.4th 1802, 1817].

<sup>171</sup> Exhibit A, Test Claim, pages 21, 23.

<sup>172</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482, 486.

<sup>173</sup> California Constitution, article XIII A, section 1.

<sup>174</sup> California Constitution, article XIII A, section.

Article XIII B was adopted by the voters less than 18 months after the addition of article XIII A to the state Constitution, and was billed as “the next logical step to Proposition 13.”<sup>175</sup> While article XIII A is aimed at controlling ad valorem property taxes and the imposition of new special taxes, “the thrust of article XIII B is toward placing certain limitations on the growth of appropriations at both the state and local government level; in particular, Article XIII B places limits on the authorization to expend the ‘proceeds of taxes.’”<sup>176</sup>

Article XIII B established “an appropriations limit,” or spending limit for each “local government” beginning in fiscal year 1980-1981.<sup>177</sup> Specifically, the appropriations limit provides as follows:

The total annual appropriations subject to limitation of the State and of each local government shall not exceed the appropriations limit of the entity of government for the prior year adjusted for the change in the cost of living and the change in population, except as otherwise provided by this article.<sup>178</sup>

No “appropriations subject to limitation” may be made in excess of the appropriations limit, and revenues received in excess of authorized appropriations must be returned to the taxpayers within the following two fiscal years.<sup>179</sup>

Article XIII B does not limit the ability to expend government funds collected from all sources; the appropriations limit is based on “appropriations subject to limitation,” which means, pursuant to article XIII B, section 8, “any authorization to expend during a fiscal year the proceeds of taxes levied by or for that entity.”<sup>180</sup> For local agencies, “proceeds of taxes” subject to the appropriations limit include all tax revenues; proceeds from regulatory charges and fees to the extent such proceeds exceed the costs reasonably borne by government in providing the product or service; the investment of tax revenue; and subventions received from the state (other than pursuant to section 6).<sup>181</sup>

No limitation is placed on the expenditure of those revenues that do not constitute “proceeds of taxes.”<sup>182</sup> For example, appropriations subject to limitation do not include “local agency loan funds or indebtedness funds, investment (or authorizations to invest) funds of the state, or of an entity of local government in accounts at banks or savings and loan associations or in liquid

---

<sup>175</sup> *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 446.

<sup>176</sup> *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 446.

<sup>177</sup> California Constitution, article XIII B, section 8(h).

<sup>178</sup> California Constitution, article XIII B, section 1.

<sup>179</sup> California Constitution, article XIII B, section 2.

<sup>180</sup> California Constitution, article XIII B, section 8.

<sup>181</sup> California Constitution, article XIII B, section 8; *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 448.

<sup>182</sup> *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 447.

securities.”<sup>183</sup> With respect to special districts, article XIII B, section 9 provides a specific exclusion from the appropriations limit as follows:

Appropriations subject to limitation’ for each entity of government shall not include: [¶...¶] (c) Appropriations of any special district which existed on January 1, 1978, and which did not as of the 1977-78 fiscal year levy an ad valorem tax on property in excess of 12 [and one half] cents per \$100 of assessed value; or the appropriations of any special district then existing or thereafter created by a vote of the people, which is totally funded by other than the proceeds of taxes.<sup>184</sup>

Thus, a special district that existed in 1977-78 and did not share in ad valorem property taxes, or one that was created later and is funded entirely by “other than the proceeds of taxes,” is not subject to the appropriations limit.

Article XIII B, section 6 was specifically designed to protect the tax revenues of local governments from state mandates that would require expenditure of tax revenues which are subject to limitation. The California Supreme Court, in *County of Fresno v. State of California*,<sup>185</sup> explained:

Section 6 was included in article XIII B in recognition that article XIII A of the Constitution severely restricted the taxing powers of local governments. (See *County of Los Angeles I, supra*, 43 Cal.3d at p. 61.) The provision was intended to preclude the state from shifting financial responsibility for carrying out governmental functions onto local entities that were ill equipped to handle the task. (*Ibid.*; see *Lucia Mar Unified School Dist. v. Honig* (1988) 44 Cal.3d 830, 836, fn. 6.) Specifically, it was designed to protect the tax revenues of local governments from state mandates that would require expenditure of such revenues. Thus, although its language broadly declares that the “state shall provide a subvention of funds to reimburse ... local government for the costs [of a state-mandated new] program or higher level of service,” read in its textual and historical context section 6 of article XIII B requires subvention only when the costs in question can be recovered *solely from tax revenues*.<sup>186</sup>

Not every local agency is subject to the restrictions of article XIII B, and therefore not every local agency is entitled to reimbursement. Redevelopment agencies, for example, have been identified by the courts as being exempt from the restrictions of article XIII B. In *Redevelopment Agency of San Marcos v. Commission on State Mandates*,<sup>187</sup> the Fourth District Court of Appeal held that redevelopment agencies were not eligible to claim reimbursement

---

<sup>183</sup> California Constitution, article XIII B, section 8(i).

<sup>184</sup> California Constitution, article XIII B, section 9(c).

<sup>185</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482.

<sup>186</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482, 487, emphasis in original.

<sup>187</sup> *Redevelopment Agency v. Commission on State Mandates* (1997) 55 Cal.App.4th 976.

because Health and Safety Code section 33678 exempted tax increment financing, their primary source of revenue, from the limitations of article XIII B:

Because of the nature of the financing they receive, tax increment financing, redevelopment agencies are not subject to this type of appropriations limitations or spending caps; they do not expend any “proceeds of taxes.” Nor do they raise, though tax increment financing, “*general revenues* for the local entity.” (*County of Placer v. Corin, supra*, 113 Cal.App.3d at p. 451, original italics.) The purpose for which state subvention of funds was created, to protect local agencies from having the state transfer its cost of government from itself to the local level, is therefore not brought into play when redevelopment agencies are required to allocate their tax increment financing in a particular manner ...

For all these reasons, we conclude the same policies which support exempting tax increment revenues from article XIII B appropriations limit also support denying reimbursement under section 6 ... [The] costs of depositing tax increment revenues in the Housing Fund are attributable not directly to tax revenues, but to the benefit received by the Agency from the tax increment financing scheme, which is one step removed from other local agencies’ collection of tax revenues.<sup>188</sup>

In 2000, the Third District Court of Appeal, in *City of El Monte v. Commission on State Mandates*, affirmed the reasoning of the *San Marcos* decision, holding that a redevelopment agency cannot accept the benefits of an exemption from article XIII B’s spending limit while asserting an entitlement to reimbursement under article XIII B, section 6.<sup>189</sup>

As such, to be eligible for reimbursement under article XIII B, section 6, a local agency must be subject to the taxing and spending limitations of article XIII A and XIII B of the California Constitution and must be required to expend “appropriations subject to limitation.” Article XIII B, section 6 was designed only to protect the tax revenues of local governments from state mandates that would require expenditure of tax revenues which are subject to limitation.

**2. SANDAG has no authority to levy taxes, and its sources of revenue are not subject to the appropriations limit of article XIII B, section 6.**

SANDAG argues that it is an eligible claimant before the Commission as follows:

SANDAG is a special district subject to the types of constitutional taxing and spending limitations that article XIII B, section 6(a) of the California Constitution (Section 6) is designed to address... SANDAG is authorized to levy a retail transactions and use tax in the incorporated and unincorporated territory of the county. (Pub. Util. Code, §§ 132300, 132362.) Similar to special taxes, this tax is subject to approval by a supermajority of electors and is capped at 1%. (Pub. Util. Code, § 132307.) As part of the ballot proposition to approve imposition of the tax, an appropriations limit was also required to be established. (Pub. Util. Code,

---

<sup>188</sup> *Redevelopment Agency v. Commission on State Mandates* (1997) 55 Cal.App.4th 976, 986-987.

<sup>189</sup> *City of El Monte v. Commission on State Mandates* (2000) 83 Cal.App.4th 266, 281-282.

§ 132309.) The consolidated agency is also authorized to initiate proceedings to establish a district pursuant to the Mello-Roos Community Facilities Act of 1982, and may impose a special tax within the district, subject to approval by 2/3 of the votes cast. (Pub. Util. Code, § 132370.4.) These statutory limitations on the consolidated agency's taxing and spending authority align with the constitutional limitations on local government taxing and spending authority in articles XIII A, XIII B, and XIII C, which demonstrate that SANDAG should be considered a "local agency" subject to the tax and spend limitations of articles XIII A and B of the California Constitution, and thus eligible to seek a subvention of funds under Sec. 6.<sup>190</sup>

Statutory authorization for the creation and powers of SANDAG as a consolidated transportation agency is found in Chapter 3 of Division 12.7 of the Public Utilities Code, commencing with section 132350, which states that the Chapter [section 132350 to 132372.4, inclusive] may be cited as the San Diego Regional Transportation Consolidation Act. Section 132353.1 states in relevant part as follows:

Notwithstanding any other provision of law and except as provided in this chapter, the San Diego Association of Governments shall be consolidated into a public agency known as the consolidated agency. In addition... all public transit and other transportation planning and programming responsibilities...of the San Diego Metropolitan Transit Development Board (MTDB) and the North San Diego County Transit Development Board (NCTD), except as set forth in subdivision (c) of Section 132353.2 shall be consolidated into the consolidated agency.<sup>191</sup>

The consolidated agency is the successor agency to SANDAG and the two transit boards and is a statutorily created regional transportation planning agency under Section 29532.1 of the Government Code.<sup>192</sup> Section 132351.3 further provides:

As the successor to SANDAG, the consolidated agency succeeds to, continues, and maintains SANDAG's federal, state and local designations, including, but not limited to, designation as the Metropolitan Planning Organization, is the San Diego County Regional Transportation Commission pursuant to Section 132005, is the congestion management agency, and is the council of governments for the San Diego region.<sup>193</sup>

Section 132354 describes the rights and powers of the consolidated agency as follows:

The consolidated agency shall have and may exercise all rights and powers, expressed or implied, that are necessary to carry out the purposes and intent of this chapter, including, but not limited to, the power to do all of the following:

---

<sup>190</sup> Exhibit A, Test Claim, pages 6-7.

<sup>191</sup> Public Utilities Code section 132353.1.

<sup>192</sup> Public Utilities Code section 132351.3.

<sup>193</sup> Public Utilities Code section 132351.3.



- (a) Sue and be sued.
- (b)(1) To acquire any property by any means, and to hold, manage, occupy, develop, jointly develop, dispose of, convey, or encumber property.
- (2) To create a leasehold interest in property for the benefit of the consolidated agency.
- (c) To acquire, by eminent domain, any property necessary to carry out any of its powers or functions.
- (d) To merge or split parcels, adjust boundary lines, or take similar actions as part of the acquisition of land or as needed in order to carry out its functions.
- (e) To construct, acquire, develop, jointly develop, maintain, operate, lease, and dispose of work, property, rights-of-way, and facilities.
- (f) To appoint necessary employees, including counsel, and to define their qualifications and duties.
- (g) To enter into and perform all necessary contracts.
- (h) To fix and collect fees for any services rendered by it.
- (i) To adopt a seal and alter it at the consolidated agency's pleasure.
- (j) To adopt an annual budget and to fix the compensation of its officers, board members, and employees.
- (k) To establish and enforce rules and regulations for the administration, operation, and maintenance of facilities and services.
- (l) To enter joint powers arrangements with other entities.
- (m) To provide insurance.
- (n) To issue bonds.
- (o) To do any other things necessary to carry out the purposes of this chapter.

Section 132354(h) authorizes the consolidated agency to “fix and collect fees for any services rendered by it,” but does not authorize the consolidated agency to levy taxes.

Nevertheless, SANDAG argues it is authorized to levy a retail transactions and use tax in the incorporated and unincorporated territory of the county, and to initiate proceedings to establish a community facilities district pursuant to the Mello-Roos Community Facilities Act of 1982, and may impose a special tax within the district.

As described below, the Commission finds that SANDAG is not eligible to claim reimbursement under article XIII B, section 6 of the California Constitution.

a. The Transportation Commission’s taxation power is not imputed to SANDAG.

Contrary to SANDAG’s assertions in the Test Claim, SANDAG has no authority to levy a retail transactions and use tax. The power of a local agency to tax is derived from the Constitution,

upon the Legislature's authorization.<sup>194</sup> "The Legislature may not impose taxes for local purposes but may authorize local governments to impose them."<sup>195</sup> As such, a local agency's authority to tax must come from statute.<sup>196</sup>

SANDAG's primary fiscal function is to allocate revenues from a wide variety of federal, state and local sources to transportation projects and programs in the San Diego region.<sup>197</sup> Federal and state government funding make up the largest portion of SANDAG's revenues, totaling more than \$408 million for the 2020 fiscal year. While the agency is statutorily authorized to generate revenue by issuing bonds and collecting fees "for any services rendered by it," there are no statutes authorizing SANDAG to impose taxes.<sup>198</sup>

The Transportation Commission's statutory authority to levy a transactions and use tax is not imputed to SANDAG. Rather, SANDAG and the Transportation Commission are separate legal entities, with SANDAG's board designated by statute to serve as the Transportation Commission,<sup>199</sup> and SANDAG's joint powers agreement, bylaws, and rules and regulations governing Transportation Commission proceedings and administration.<sup>200</sup> SANDAG's authority to administer the Transportation Commission's transactions and use tax and allocate the revenues in accordance with the tax ordinance does not equate to authority to levy the tax.

SANDAG cites to Public Utilities Code sections 132300 and 132362 as authorizing the agency to levy a retail transactions and use tax. Sections 132300 through 132314, inclusive, form Article 5 of the San Diego County Regional Transportation Commission Act, pertaining to the Transportation Commission's transactions and use tax. Section 132300 states as follows:

The Legislature, by the enactment of this article, intends the additional funds provided government agencies by this article to supplement existing local revenues being used for public transportation purposes. The government agencies are further encouraged to maintain their existing commitment of local funds for public transportation purposes.<sup>201</sup>

---

<sup>194</sup> *County of Los Angeles v. Sasaki* (1994) 23 Cal.App.4th 1442, 1454.

<sup>195</sup> California Constitution, article XIII, section 24(a).

<sup>196</sup> *County of Placer v. Corin* (1980) 113 Cal.App.3d 443, 450 ["Taxes are levied by the Legislature, or by counties and municipalities under their delegated power, for the support of the state, county, or municipal government"].

<sup>197</sup> Exhibit X, LAO, SANDAG, *An Assessment of Its Role in the San Diego Region*, (March 30, 2006), <https://lao.ca.gov/Publications/Detail/1471> (accessed on June 19, 2020), page 14; Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), pages 1-14, 1-19.

<sup>198</sup> Public Utilities Code section 132354.

<sup>199</sup> Public Utilities Code section 132051.

<sup>200</sup> Public Utilities Code section 132100.

<sup>201</sup> Public Utilities Code section 132300.

Section 132301 states in pertinent part:

(a) A retail transactions and use tax ordinance applicable to the entirety of, or a portion of, the incorporated and unincorporated territory of the county shall be imposed by the commission in accordance with Section 132307 and the Transactions and Use Tax Law (Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code), if two-thirds of the electors voting on the measure within the portion of the county to which the tax would apply, vote to approve its imposition at a special election called for that purpose by the commission.

...

(g) As used in this section, “commission” shall refer to the consolidated agency if the tax is to be imposed by the consolidated agency pursuant to Section 132360.6.<sup>202</sup>

Neither section 132300 nor the more applicable section 132301 gives SANDAG the authority to impose a retail transactions and use tax. The reference in section 132301(g) to “commission” to mean the consolidated agency pertains to the consolidated agency’s authority under section 132360.6 to allocate the Transportation Commission’s tax revenue more broadly than originally intended. Section 132360.6 was added to the Consolidation Act in 2018 as part of an effort to expand the purposes for which the Transportation Commission’s retail transactions and use tax revenues could be used, namely for broader regional programs beyond traditional transportation projects.<sup>203</sup> Section 132360.6 states as follows:

The consolidated agency may use the authority for the retail transactions and use tax provided under Sections 132301 and 132302 to fund and finance infrastructure needs identified in the regional comprehensive plan developed in accordance with this article. Development of the proposal and expenditure plan shall be conducted using a public collaborative planning process that is consistent with Section 132360.1.<sup>204</sup>

The plain language of section 132360.6 gives the consolidated agency the ability to more widely allocate the Transportation Commission’s retail transactions and use tax for regional planning purposes, but does not grant the consolidated agency the authority to impose such a tax on its own behalf.

SANDAG’s reliance on section 132362 as authorizing it to impose a retail transaction and use tax similarly fails. Section 132362 states in pertinent part:

(a) In addition to the authority set forth in Article 5 (commencing with Section 132300) and Article 6 (commencing with Section 132320) of Chapter 2 of Division 12.7, if the consolidated agency provides compensation to San Diego County for the cost of including an ordinance or measure on the ballot, the

---

<sup>202</sup> Public Utilities Code section 132301(a), (g).

<sup>203</sup> Exhibit X, Statutes 2008, chapter 83 (SB 1685), section 1 (2007-2008 Reg. Sess.).

<sup>204</sup> Public Utilities Code section 132360.6.

consolidated agency may call an election, including an advisory election, in San Diego County on any ordinance or measure regarding the governance of or matters related to the powers, privileges, or duties of the consolidated agency, including, but not limited to, merger or complete consolidation of the transit boards.<sup>205</sup>

Section 132362 gives the consolidated agency the ability to call an election pertaining to matters within its scope of authority, not to impose taxes. The section's reference to Articles 5 and 6 pertains to the Transportation Commission's authority to conduct an election to either impose a retail transactions and use tax ordinance<sup>206</sup> or an ordinance "expanding, extending, or increasing" a retail transactions and use tax.<sup>207</sup>

As discussed above, section 132360.6 does not give the consolidated agency the power to impose taxes independent of the Transportation Commission's taxation authority.

Moreover, Public Utilities Code section 132309 requires that the Transportation Commission seek authorization to establish "the appropriations limit of the commission" as part of the ballot proposition to obtain approval for the retail transactions and use tax.<sup>208</sup> The TransNet Extension Ordinance sets forth the appropriations limit for the Transportation Commission and provides that all expenditures of the transactions and use tax are subject to the appropriations limit.<sup>209</sup>

The maximum annual appropriations limit for the Commission shall be established as \$950 million for the 2004-05 fiscal year. The appropriations limit shall be subject to adjustment as provided by law. All expenditures of the transactions and use tax revenues imposed in Section 3 [pertaining to the TransNet Extension and any future authorized state or local transactions and use tax] are subject to the appropriations limit of the Commission.<sup>210</sup>

SANDAG's use of the retail transactions and use tax revenues, whether pursuant to section 132360.6 or as administrator of the TransNet program, does not alter the nature of the tax revenues as the Transportation Commission's "proceeds of taxes" and subject to the Transportation Commission's appropriations limit. Additionally, SANDAG has submitted no evidence, and the Commission is aware of none, to show that it has ever reported an appropriations limit.<sup>211</sup>

---

<sup>205</sup> Public Utilities Code section 132362.

<sup>206</sup> Public Utilities Code section 132300 et seq.

<sup>207</sup> Public Utilities Code section 132320 et seq.

<sup>208</sup> Public Utilities Code section 132309(a).

<sup>209</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, section 20.

<sup>210</sup> Exhibit X, San Diego County Regional Transportation Commission Ordinance No. 04-01, TransNet Extension Ordinance and Expenditure Plan, section 20.

<sup>211</sup> See generally Exhibit X, About SANDAG, Work Program & Budget, <https://www.sandag.org/index.asp?fuseaction=about.workprogram> (accessed on June 25, 2020).

- b. SANDAG's authority to create a community facilities district does not make SANDAG subject to an appropriations limit.

SANDAG alleges that it has the authority to impose a special tax under the Mello-Roos Community Facilities Act.

The consolidated agency is also authorized to initiate proceedings to establish a district pursuant to the Mello-Roos Community Facilities Act of 1982, and may impose a special tax within the district, subject to approval by 2/3 of the votes cast. (Pub. Util. Code, § 132370.4.)<sup>212</sup>

Public Utilities Code section 132370.4 provides as follows:

The consolidated agency shall be considered to be a “local agency” as defined in subdivision (h) of Section 53317 of the Government Code and the provisions of Chapter 2.5 (commencing with Section 53311) of Part 1 of Division 2 of Title 5 of the Government Code [Mello-Roos Community Facilities Act of 1982] are applicable to the consolidated agency.

Government Code section 53317(h) defines “local agency” as “any city or county, whether general law or chartered, special district, school district, joint powers entity created pursuant to Chapter 5 (commencing with Section 6500) of Division 7 of Title 1, redevelopment agency, or any other municipal corporation, district, or political subdivision of the state.” SANDAG as a consolidated agency is a “local agency” under the Mello-Roos Community Facilities Act of 1982, and has been authorized by Public Utilities Code section 132370.4 to establish a community facilities district.

i. *The Mello-Roos Community Facilities Act of 1982*

The Mello-Roos Community Facilities Act of 1982 was created in response to the passage of Proposition 13, which added article XIII A to the California Constitution and significantly limited the ability of local governments to raise money through property taxes.<sup>213</sup> The purpose of the Act is to provide local agencies with “an alternative method of financing certain public capital facilities and services, especially in developing areas and areas undergoing rehabilitation,” and enables the local agency and the developer making the improvements to avoid incurring any general obligation indebtedness to finance the needed improvements or services, because the cost is borne solely by residents of the benefited area.<sup>214</sup> A Mello-Roos community facilities district is a “legally constituted governmental entity established...for the sole purpose of financing facilities and services”<sup>215</sup> and does not itself provide public services.<sup>216</sup>

---

<sup>212</sup> Exhibit A, Test Claim, page 7.

<sup>213</sup> *Building Industry Assn. of Bay Area v. City of San Ramon* (2016) 4 Cal.App.5th 62, 68.

<sup>214</sup> Government Code section 53311.5; *Building Industry Assn. of Bay Area v. City of San Ramon* (2016) 4 Cal.App.5th 62, 70.

<sup>215</sup> Government Code section 53317(b).

<sup>216</sup> Exhibit X, California Senate Local Government Committee, *What's So Special About Special Districts?* (Fourth Ed.) (October 2010),

The legislative body or governing board of the local agency establishing the district constitutes the legislative body of a community facilities district.<sup>217</sup> The Act specifies the services or facilities that may be financed through the establishment of a community facilities district, including but not limited to: police or fire protection services, library services, public school maintenance services, street and road maintenance, hazardous substance cleanup services, purchase, construction, or rehabilitation of real or other tangible property with an estimated useful life of five years or longer, and planning and design work directly related to such property.<sup>218</sup>

ii. *Formation of a Mello-Roos community facilities district*

Specific procedures must be followed before a local government agency may establish a community facilities district.<sup>219</sup> A local agency may institute proceedings to establish a district on its own or may be required to do so at the request of certain parties.<sup>220</sup> The local agency must institute proceedings when: (1) a written request is made by two members of the legislative body of the local agency; (2) a petition requesting that the agency institute proceedings, signed by a specified number of registered voters, is submitted; or (3) a petition requesting that the agency institute proceedings, signed by specified landowners, is submitted.<sup>221</sup> The local agency is then required to adopt a resolution of intention to establish a community facilities district, which must include specified terms describing the public facilities and services proposed to be financed by the community facilities district and state whether a special tax will be annually levied and secured by a lien on the real property within the district to fund the facilities or services.<sup>222</sup> If the legislative body determines to actually establish a district, it must then adopt a resolution of formation, which must contain all of the information required in the resolution of intention.<sup>223</sup> If a special tax is proposed and has not been eliminated through majority protest, the resolution must contain additional specified information pertaining to the proposed tax levy.<sup>224</sup> Following adoption of the resolution of formation, the local agency submits the proposal to levy any special taxes to the voters of the proposed district, which must be approved by two-thirds of the district's voters.<sup>225</sup>

---

<https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/2010WSSASD4edition.pdf> (accessed on June 24, 2020), page 3.

<sup>217</sup> Government Code section 53317(g).

<sup>218</sup> Government Code sections 53313 and 53313.5.

<sup>219</sup> Government Code section 53318 et seq.

<sup>220</sup> Government Code section 53318.

<sup>221</sup> Government Code section 53318(a)-(c).

<sup>222</sup> Government Code sections 53320 and 53321.

<sup>223</sup> Government Code section 53325.1.

<sup>224</sup> Government Code section 53325.1(a).

<sup>225</sup> Government Code sections 53326(a), 53328.

After a community facilities district has been created and authorized to levy special taxes, the legislative body of the local agency adopts an ordinance to levy the special taxes at the rate and in the manner specified in the resolution and apportion the proceeds to the community facilities district.<sup>226</sup> Any tax imposed under the Act is considered a special tax, not a general tax, fee, or assessment.<sup>227</sup> The special tax is collected in the same manner as ad valorem property taxes and is subject to the same penalties, procedure, sale, and lien priority in the event of delinquency, unless another procedure is authorized in the resolution of formation.<sup>228</sup> Special tax revenues may only be used to fund public facilities, services and incidental costs.<sup>229</sup>

iii. *There is no evidence that SANDAG has ever established a community facilities district.*

While the Mello-Roos Act authorizes SANDAG as the consolidated agency to establish a community facilities district, there is no evidence that SANDAG has ever done so or even taken any steps to initiate proceedings to establish a community facilities district. SANDAG did not file any documentation, nor is the Commission aware of any, showing that SANDAG has participated in creating a community facilities district, such as a resolution of intention as discussed in Government Code section 53320 and 53321, a resolution of formation as discussed in Government Code section 53325.1, or any community facilities district reports, some of which are required to be displayed on the local agency's website.<sup>230</sup> Without adoption of a resolution of formation, there can be no community facilities district and no election to approve the levy and apportionment of a special tax.

iv. *SANDAG is not subject to the appropriations limit of any established community facilities district.*

The Mello-Roos Community Facilities Act permits a local agency to establish an appropriations limit of a community facilities district upon approval by the voters of the district.<sup>231</sup> Government Code section 53325.7 states in relevant part:

The legislative body may submit a proposition *to establish* or change the *appropriations limit*, as defined by subdivision (h) of Section 8 of Article XIII B of the California Constitution, *of a community facilities district* to the qualified

---

<sup>226</sup> Government Code section 53340(a).

<sup>227</sup> Government Code section 53325.3 [“tax imposed pursuant to this chapter is a special tax and not a special assessment”]; *Riverside County Community Facilities Dist. No. 87-1 v. Bainbridge 17* (1999) 77 Cal.App.4th 644 [charges levied against properties by a community facilities district to pay off bonds were “special taxes”, not “special assessments”; Mello-Roos Act refers repeatedly and unambiguously to the levying of a “special tax,” not a “special assessment”]; *Building Industry Assn. of Bay Area v. City of San Ramon* (2016) 4 Cal.App.5th 62, 86-89 [special taxes imposed by a community facilities district are not general taxes].

<sup>228</sup> Government Code section 53340(e).

<sup>229</sup> Government Code section 53340(d).

<sup>230</sup> See Government Code section 53343.2.

<sup>231</sup> Government Code section 53325.7.

electors of a proposed or established district. The proposition establishing or changing the appropriations limit shall become effective if approved by the qualified electors voting on the proposition...<sup>232</sup>

The plain language of Government Code section 53325.7, however, makes clear that the appropriations limit under the Mello-Roos Community Facilities Act applies to the community facilities district itself, not the local agency that establishes the district. Such a reading is supported by the fact that the Act defines a community facilities district as a “legally constituted governmental entity”<sup>233</sup> and expressly authorizes a community facilities district to “levy specified special taxes.”<sup>234</sup> As such, the appropriations limit of a community facilities district is not imputed to the local agency that forms it.

SANDAG has filed no evidence to show that it has ever established a community facilities district. Furthermore, even if SANDAG had established a community facilities district, because a community facilities district is subject to its own appropriations limit, SANDAG does not receive the “proceeds of taxes” levied by the district and cannot claim eligibility for reimbursement on that basis. SANDAG’s authority to create a community facilities district does not subject it to the district’s appropriations limit.

Thus, based on the analysis above and contrary to its assertions in the Test Claim, SANDAG has no authority to levy taxes and is not subject to the appropriations limit of article XIII B. A local agency’s ability to impose a tax requires express authorization by the Legislature, and there is no statute granting SANDAG the authority to levy a tax. The Transportation Commission’s statutory authorization to impose a transactions and use tax and establish an appropriations limit is not imputed to SANDAG, a separate legal entity. Nor does SANDAG’s ability to create a community facilities district give the agency such authority: there is no evidence that SANDAG has ever created a community facilities district and even if it had, a community facilities district is subject to its own appropriations limit. Reimbursement under article XIII B, section 6 is only required when a mandated new program or higher level of service forces local government to incur “increased actual expenditures of limited *tax* proceeds that are counted against the local government’s spending limit.”<sup>235</sup>

Because SANDAG is without authority to levy taxes subject to the appropriations limit of article XIII B of the California Constitution, SANDAG is ineligible to claim mandate reimbursement under article XIII B, section 6.

---

<sup>232</sup> Government Code section 53325.7, emphasis added.

<sup>233</sup> Government Code section 53317(b).

<sup>234</sup> Government Code section 53340(a).

<sup>235</sup> *County of Sonoma v. Commission on State Mandates* (2000) 84 Cal.App.4th 1264, 1283; *County of Los Angeles v. Commission on State Mandates* (2003) 110 Cal.App.4th 1176, 1185, emphasis added.



**C. SANDAG Has Not Incurred “Costs Mandated by the State” Because It Has Sufficient Fee Authority to Pay for Such Costs.**

Even if SANDAG were found to be an eligible claimant, SANDAG has not incurred increased costs mandated by the state because it has sufficient fee authority to cover the costs of the new required activities.

Reimbursement under article XIII B, section 6 of the California Constitution is required only when a new program or higher level of service results in increased costs mandated by the state.<sup>236</sup> “Costs mandated by the state” are any increased costs which a local agency is required to incur after July 1, 1980, as a result of any statute or executive order enacted on or after January 1, 1975, which mandates a new program or higher level of service of an existing program within the meaning of article XIII B, section 6 of the California Constitution.<sup>237</sup> Government Code section 17556(d), provides that “[t]he commission shall not find costs mandated by the state, as defined in Section 17514, in any claim submitted by local agency or school district, if, after the hearing, the commission finds that: (d) The local agency or school district has the authority to levy service charges, fees, or assessments sufficient to pay for the mandated program or increased level of service.” The California Supreme Court concluded that Government Code section 17556(d), is facially constitutional under article XIII B, section 6.<sup>238</sup>

SANDAG, as the consolidated agency, is authorized under Public Utilities Code section 132354(h) to “fix and collect fees for any services rendered by it.” The agency uses three forms of member agency assessments as part of its annual budget: (1) SANDAG member assessments, (2) Criminal Justice member assessments, and (3) Automated Regional Justice Information System (ARJIS) member assessments and use fees.<sup>239</sup> SANDAG’s bylaws provide for the manner in which the “portion of the budget for SANDAG, which is to be supplied by the Member Agencies, as adopted by the Board of Directors” is assessed.<sup>240</sup> General member assessments are based on population estimates for each member agency relative to the total regional population.<sup>241</sup>

SANDAG acknowledges having fee authority to offset costs, but claims that member assessments are insufficient to fully cover the costs resulting from the new activities required by

---

<sup>236</sup> *Department of Finance v. Commission on State Mandates* (2003) 30 Cal.4th 727, 735-736; Government Code section 17514.

<sup>237</sup> Government Code section 17514.

<sup>238</sup> *County of Fresno v. State of California* (1991) 53 Cal.3d 482, 489.

<sup>239</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), page 10-1.

<sup>240</sup> Exhibit X, San Diego Association of Governments Bylaws, as amended April 2020, article VI, section 2.

<sup>241</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), page 10-1.

the test claim statute.<sup>242</sup> SANDAG's final program budget for the 2020 fiscal year provides the following breakdown of revenues derived from general member assessments:<sup>243</sup>

- Criminal Justice Analysis and Monitoring – Substance Abuse Monitoring (\$18,750);
- Regional Shoreline Management Planning (\$95,501);
- Regional Energy/Climate Change Planning (\$23,177);
- Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure (\$7,740); and
- Government relations (\$244,084).

Based on the information contained in the final program budget for the 2020 fiscal year, total revenues as derived from general member assessments are \$389,252. SANDAG increased general member assessments from \$547,426 (2019 fiscal year) to \$1,094,852 (2020 fiscal year) and added an annual increase going forward based on the Consumer Price Index.<sup>244</sup> The doubling of general membership fees was intended “to provide the agency with a sustainable source of funding necessary to support ongoing and future activities” due to “limited outside funding opportunities for personnel and planning efforts.”<sup>245</sup> SANDAG acknowledges in the Test Claim that it doubled membership fees in order to recover some of the costs arising from the test claim statute.<sup>246</sup>

In interpreting the exception to reimbursement under Government Code section 17556(d), the court in *Connell v. Superior Court* found that “the plain language of the statute precludes reimbursement where the local agency has the authority, i.e., the right or the power, to levy fees sufficient to cover the costs of the state-mandated program.”<sup>247</sup> Whether a local agency has the fee authority sufficient to pay for the costs of the program under Government Code section 17556 (d) is a pure question of law.<sup>248</sup> The application of Government Code section 17556(d) does not depend on the “practical ability [of charging fees] in light of surrounding economic circumstances,” but rather on the right or power to levy such fees.<sup>249</sup>

---

<sup>242</sup> Exhibit A, Test Claim, page 17.

<sup>243</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), page 206.

<sup>244</sup> Exhibit X, SANDAG, Final FY 2020 Program Budget (July 1, 2019), <https://www.sandag.org/uploads/publicationid/Final-FY2020-SANDAG-Budget.pdf> (accessed on June 4, 2020), page 10-1.

<sup>245</sup> Exhibit X, SANDAG News: <https://www.sandag.org/index.asp?newsid=1124&fuseaction=news.detail> (accessed on June 4, 2020), page 3.

<sup>246</sup> Exhibit A, Test Claim, page 17.

<sup>247</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 401.

<sup>248</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 399.

<sup>249</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 401.

In *Paradise Irrigation District, et al. v. Commission on State Mandates, Department of Finance, and Department of Water Resources* (2019) 33 Cal.App.5th 174, water and irrigation districts acknowledged their statutory authority to recover the costs necessary to comply with conservation goals imposed by the Water Conservation Act, but denied having the practical ability to impose such fees. The court held that the districts were not entitled to subvention, despite the existence of a power-sharing arrangement between districts and voters under which a majority of property owners could protest a fee imposed by districts and prevent its imposition.<sup>250</sup> The court said that the possibility of a protest did not divest districts of their authority to levy fees to pay for the costs of complying with the Water Conservation Act without prior voter approval.<sup>251</sup> Here, moreover, the fees charged to the member agencies are not subject to the procedural requirements at issue in *Paradise Irrigation District*.

Therefore, if SANDAG has “the authority, i.e., the right or the power, to levy fees sufficient to cover the costs of the state-mandated program,” reimbursement is not required.<sup>252</sup> The agency’s practical ability (or lack thereof) to assess fees sufficient to cover such costs is immaterial to the analysis. The plain language of Public Utilities Code section 132354(h) gives SANDAG, as the consolidated agency, broad authority to levy fees on its member agencies to pay for “any services rendered by it.” The consolidated agency is statutorily required to provide the services of an independent performance auditor.<sup>253</sup> There are no laws restricting SANDAG’s ability to “fix and collect fees for any services rendered by it.”<sup>254</sup> In fact, SANDAG recently doubled membership fees to more than \$1 million for the 2020 fiscal year, a decision it acknowledges making in order to pay for the cost of the new activities required under the test claim statute.

As such, SANDAG, as a consolidated agency, has the fee, service charge or assessment authority sufficient to pay for the new required activities imposed by the test claim statute. Therefore, reimbursement is not required under article XIII B, section 6 of the California Constitution.

## **V. Conclusion**

Based on the foregoing analysis, the Commission denies this Test Claim and finds that SANDAG is exempt from the taxing and spending restrictions of articles XIII A and B of the California Constitution and therefore ineligible to claim mandate reimbursement under article XIII B, section 6. Alternatively, even if SANDAG were found to be an eligible test claimant, the Commission finds that SANDAG has fee authority sufficient to pay for the costs associated with the new activities required by the test claim statute pursuant to Government Code section 17556(d) and therefore is not entitled to reimbursement.

---

<sup>250</sup> *Paradise Irrigation District, et al. v. Commission on State Mandates, Department of Finance, and Department of Water Resources* (2019) 33 Cal.App.5th 174, 194.

<sup>251</sup> *Paradise Irrigation District, et al. v. Commission on State Mandates, Department of Finance, and Department of Water Resources* (2019) 33 Cal.App.5th 174, 195.

<sup>252</sup> *Connell v. Superior Court* (1997) 59 Cal.App.4th 382, 401.

<sup>253</sup> Public Utilities Code section 132354.1.

<sup>254</sup> Public Utilities Code section 132354(h).

### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

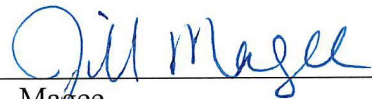
On July 15, 2020, I served the:

- **Draft Proposed Decision, Schedule for Comments, and Notice of Hearing issued July 15, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on July 15, 2020 at Sacramento, California.



Jill L. Magee  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 7/15/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn, Cost Recovery Systems, Inc.**

705-2 East Bidwell Street, #294, Folsom, CA 95630

Phone: (916) 939-7901

achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*  
**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@cstda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446  
Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*  
**Claimant Representative**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-1997  
John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 327-3138  
lkurokawa@sco.ca.gov

**Fernando Lemus**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Los Angeles, CA 90012  
Phone: (213) 974-0324  
flemus@auditor.lacounty.gov

**Erika Li**, Program Budget Manager, *Department of Finance*  
915 L Street, 10th Floor, Sacramento, CA 95814  
Phone: (916) 445-3274  
erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*  
17310 Red Hill Avenue, Suite 340, Irvine, CA 95403  
Phone: (949) 440-0845  
michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8320  
Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*  
Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740,  
Sacramento, CA 95816  
Phone: (916) 324-0256  
DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*  
1857 44th Street, Sacramento, CA 95819  
Phone: (916) 455-3939  
andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*  
Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932  
Phone: (530) 458-0424  
ppacot@countyofcolusa.org

**Arthur Palkowitz**, *Artiano Shinoff*  
2488 Historic Decatur Road, Suite 200, San Diego, CA 92106  
Phone: (619) 232-3122  
apalkowitz@as7law.com

**Jai Prasad**, *County of San Bernardino*  
Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854  
jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3140  
tschweitzer@newportbeachca.gov

**Camille Shelton**, Chief Legal Counsel, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
camille.shelton@csm.ca.gov

**Carla Shelton**, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
carla.shelton@csm.ca.gov

**Natalie Sidarous**, Chief, *State Controller's Office*  
Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816  
Phone: 916-445-8717  
NSidarous@sco.ca.gov

**Jim Spano**, Chief, Mandated Cost Audits Bureau, *State Controller's Office*  
Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 323-5849  
jspano@sco.ca.gov

**Dennis Speciale**, *State Controller's Office*  
Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 324-0254  
DSpeciale@sco.ca.gov

**Joe Stephenshaw**, Director, *Senate Budget & Fiscal Review Committee*  
California State Senate, State Capitol Room 5019, Sacramento, CA 95814  
Phone: (916) 651-4103  
Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson**, Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar**, *MGT of America*  
2251 Harvard Street, Suite 134, Sacramento, CA 95815  
Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV



**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*

3609 Bradshaw Road, H-382, Sacramento, CA 95927

Phone: (916) 797-4883

dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*

Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012

Phone: (213) 974-9653

hyaghobyan@auditor.lacounty.gov



401 B Street, Suite 800  
San Diego, CA 92101-4231  
(619) 699-1900  
Fax (619) 699-1905  
sandag.org



July 17, 2020

File Number 8000103

## Exhibit S

Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

Dear Ms. Halsey:

Subject: Rebuttal to California Department of Finance Response and Objection to  
Premature Issuance of Proposed Decision to Test Claim 19-TC-03

The San Diego Association of Governments (SANDAG) hereby objects to consideration of the California Department of Finance's Response to Test Claim 19-TC-03, as the matter was untimely filed. Commission on State Mandates Regulation 1183.2 mandates strict timelines for filing comments on Test Claims: "Written comments concerning the test claim shall be certified, filed, and served within 30 days from the date the test claim or amendment is issued for comment and in accordance with section 1181.3 of these regulations." In its order dated April 29, 2020, the Commission set forth the deadline for comments on SANDAG's Test Claim, with a May 29, 2020, filing deadline.

Allowance is made for the Commission to grant an extension to deadlines, including the deadline to file comments on a Test Claim. Commission Regulation 1187.9 states in part: "Any party or interested party to a matter may request an extension of time by filing a request with the executive director before the date set for filing of comments or rebuttals with Commission staff on that matter. The request shall fully explain the reasons for the extension, propose a new date for filing, and be certified, filed, and served in accordance with section 1181.3 of these regulations. If representations of fact are made, they shall be supported by documentary or testimonial evidence in accordance with section 1187.5 of these regulations. So long as a postponement of a hearing would not be required, there is no prejudice to any party or interested party, and there is no other good reason for denial, the request shall be approved." (Emphasis added.)

On June 3, 2020 – five days after expiration of period within which it could permissibly seek relief from the filing deadline – The California Department of Finance filed a request for extension of time to file comments on the SANDAG Test Claim. The request for extension contained representations of fact regarding workload impacts, yet these factual assertions were not certified in accordance regulation 1181.3 (requiring signature under penalty of perjury, with the declaration that the filing is true and

#### MEMBER AGENCIES

Cities of  
Carlsbad  
Chula Vista  
Coronado  
Del Mar  
El Cajon  
Encinitas  
Escondido  
Imperial Beach  
La Mesa  
Lemon Grove  
National City  
Oceanside  
Poway  
San Diego  
San Marcos  
Santee  
Solana Beach  
Vista  
and  
County of San Diego

#### ADVISORY MEMBERS

Imperial County  
California Department  
of Transportation  
Metropolitan  
Transit System  
North County  
Transit District  
United States  
Department of Defense  
Port of San Diego  
San Diego County  
Water Authority  
Southern California  
Tribal Chairmen's Association  
Mexico

correct to the best of the declarant's personal knowledge, information, or belief) nor were they supported by documentary or testimonial evidence, all as required by Regulation 1187.9. While section 1187.9 grants the Commission wide latitude to consider the merits of an application for relief, it limits exercise of that discretion to timely requests with properly supported factual bases. Fifteen other interested parties were able to timely submit comments – all in favor of granting the Test Claim, the Department of Finance alone was unable to meet the stated deadline. Because the Department of Finance's June 3 request for extension was both untimely and unsupported by any factual basis that could be properly submitted, the Commission was without discretion to grant it. As such, the Department's comments must be stricken. Holding the Department to a different standard than all other commenters would be prejudicial error.

Notwithstanding the procedural issues surrounding the Department's comments, the substance of the Department's comments are also mistaken as a matter of law. The Department states that "The Claimant is a joint powers agency established pursuant to the Joint Exercise of Powers Act, Government Code sections 6500-6536 and is therefore not an eligible claimant under Article XIII B, section 6 of the California Constitution because it does not have independent taxation authority." While SANDAG was initially organized as a joint powers authority, it was vested with taxing authority pursuant to the San Diego Regional Transportation Consolidation Act (Consolidation Act"), Public Utilities Code (PUC) section 132350 et seq. PUC Section 132350.2 defines the "consolidated entity" as "the authority resulting from the consolidation of SANDAG and the transit boards' responsibilities as set forth herein." As such, the Consolidation Act transformed what was a JPA into a new statutorily-created public entity with expanded powers, including the power to levy taxes. While the name has remained unchanged, the nature of SANDAG post- Consolidation Act is wholly changed.

PUC section 132360.6 provides the "consolidated agency" SANDAG with its taxing authority: "The consolidated agency may use the authority for the retail transactions and use tax provided under Sections 132301 and 132302 to fund and finance infrastructure needs identified in the regional comprehensive plan developed in accordance with this article." Sections 132301 and 132302 are both part of the San Diego County Regional Transportation Commission Act (Commission Act) (PUC Section 132000 et seq.). Under the Commission Act, "The Board of Directors of the San Diego Association of Governments shall serve as the San Diego County Regional Transportation Commission." (PUC 132051) PUC Sections 132301 and 132302 authorize the Commission to impose a transactions and use tax within specified parameters, and PUC 132360.6 vests that same authority in the "consolidated agency" SANDAG.

The Department of Finance interprets SANDAG's authority as only "an indirect recipient of tax revenue." Section 132360.6 does not state that SANDAG may use the proceeds from the transactions and use tax – it states that SANDAG may use the authority for the transactions and use tax. This is a critical distinction, and one that is misinterpreted by the Department of Finance.

In regard to the Department of Finance claim that the increased cost that has or will result due to the mandate is overstated and includes cost that are not mandated, including other miscellaneous cost associated with training and development and professional licensing. Further, the Department of Finance claim that the statute only calls for a singular independent performance auditor. SANDAG disagrees with the Department of Finance for the following reasons:

1. The statute does not only call for a singular independent performance auditor. Chapter 658, Statutes of 2017, specially states the following:

The enactment of Chapter 658, Statutes of 2017, specifically relating to amended SEC. 15.

Section 132354.1 (b)(1) "The audit committee shall appoint an independent performance auditor, subject to approval by the board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the board."

The enactment of Chapter 658, Statutes of 2017, specifically relating to amended SEC. 15. Section 132354.1(b)(3) "The auditor shall have the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the office and to prescribe their duties, scope of authority, and qualifications."

2. Miscellaneous Cost – the activity cost identified in the test claim include cost associated with audit positions that are required as a government auditor and under Generally Accepted Government Auditing Standards that SANDAG is required to follow according to AB805 and have or will be incurred as a result of the this mandate. If the state mandated activity was not required, the positions would not be required, and the cost associated with the positions would not exist. Therefore, that the associated activity cost is increased cost as a direct result of the activity cost required to accommodate the state mandated statutes, acts, sections, and subsections.


Chapter 658, Statutes of 2017, specifically relating to amended SEC. 15. Section 132354.1(b) (2) states "The independent performance auditor shall have authority to conduct or to cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of the consolidated agency. The auditor shall prepare annually an audit plan and conduct audits in accordance therewith and perform those other duties as may be required by ordinance or as provided by the California Constitution and general laws of the state. The auditor shall follow government auditing standards..."

In addition to the rebuttal to the Department of Finance's Untimely comments, Claimant SANDAG also lodges its objection against the premature filing of the Commission's Proposed Order in this matter before allowing Claimant or any other interested party to file rebuttals to the Department's untimely comments, as well as to the prejudicial bias demonstrated in the impermissible allowances granted to the Department and due process rights denied Claimant and other interested parties. This predeterminational bias will serve to dissuade interested parties from rebutting the Department's flawed arguments.

Commission Regulation 1183.6 provides in part, "Before the hearing on the test claim, Commission staff shall prepare a proposed decision for the test claim, which shall include but not be limited to a review of the written comments filed." According to this regulation, and pursuant to the requirements of due process, the proposed decision is to be based upon comments that have been received, including the rebuttal to those comments. The Commission's disregard of objective regulatory deadlines in allowing the Department of Finance to file untimely comments may be viewed independently as demonstrating prejudicial bias. Its issuance of a proposed decision mirroring the Department's comments before the Claimant's deadline to file a rebuttal to such comments not only violates the Commission's regulations, it firmly establishes the presence of a prejudicial bias for the Department of Finance and against both Claimant SANDAG as well as all other interested parties commenting in favor of the test claim. "Due process requires fair adjudicators in courts and administrative tribunals alike." *Haas v. County. of San Bernardino*, 27 Cal. 4th 1017, 1024, (2002).

"In the administrative setting, a hearing must be conducted 'before a reasonably impartial, noninvolved reviewer,'" *Nasha L.L.C. v. City of Los Angeles* (2004) 125 Cal.App.4th 470, 484. For a hearing to be deemed fair . . . biased decision makers are... impermissible and even the probability of unfairness is to be avoided..." *Clark v. City of Hermosa Beach* (1996) 48 Cal.App.4th 1152, 1170. In the present matter, the Commission staff has and continues to demonstrate an impermissible bias in favor of the Department of Finance and against Claimant SANDAG. Such bias will render any decision in favor of the Department of Finance's position in this matter subject to future reversal.

Sincerely,

A handwritten signature in black ink, appearing to read "John Kirk". The signature is fluid and cursive, with the first name "John" and last name "Kirk" clearly distinguishable.

JOHN KIRK  
General Counsel

JKI/mmo

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On July 20, 2020, I served the:

- **Claimant's Rebuttal Comments and Comments on the Draft Proposed Decision, filed July 20, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on July 20, 2020 at Sacramento, California.



Jill L. Magee  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 7/15/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740,

Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740,

Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn, Cost Recovery Systems, Inc.**

705-2 East Bidwell Street, #294, Folsom, CA 95630

Phone: (916) 939-7901

achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*  
**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446  
Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*  
**Claimant Representative**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-1997  
John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*



Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 327-3138  
lkurokawa@sco.ca.gov

**Fernando Lemus**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Los Angeles, CA 90012  
Phone: (213) 974-0324  
flemus@auditor.lacounty.gov

**Erika Li**, Program Budget Manager, *Department of Finance*  
915 L Street, 10th Floor, Sacramento, CA 95814  
Phone: (916) 445-3274  
erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*  
17310 Red Hill Avenue, Suite 340, Irvine, CA 95403  
Phone: (949) 440-0845  
michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8320  
Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*  
Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740,  
Sacramento, CA 95816  
Phone: (916) 324-0256  
DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*  
1857 44th Street, Sacramento, CA 95819  
Phone: (916) 455-3939  
andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*  
Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932  
Phone: (530) 458-0424  
ppacot@countyofcolusa.org

**Arthur Palkowitz**, *Artiano Shinoff*  
2488 Historic Decatur Road, Suite 200, San Diego, CA 92106  
Phone: (619) 232-3122  
apalkowitz@as7law.com

**Jai Prasad**, *County of San Bernardino*  
Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854  
jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3140  
tschweitzer@newportbeachca.gov

**Camille Shelton**, Chief Legal Counsel, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
camille.shelton@csm.ca.gov

**Carla Shelton**, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
carla.shelton@csm.ca.gov

**Natalie Sidarous**, Chief, *State Controller's Office*  
Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816  
Phone: 916-445-8717  
NSidarous@sco.ca.gov

**Jim Spano**, Chief, Mandated Cost Audits Bureau, *State Controller's Office*  
Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 323-5849  
jspano@sco.ca.gov

**Dennis Speciale**, *State Controller's Office*  
Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816  
Phone: (916) 324-0254  
DSpeciale@sco.ca.gov

**Joe Stephenshaw**, Director, *Senate Budget & Fiscal Review Committee*  
California State Senate, State Capitol Room 5019, Sacramento, CA 95814  
Phone: (916) 651-4103  
Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson**, Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar**, *MGT of America*  
2251 Harvard Street, Suite 134, Sacramento, CA 95815  
Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse, *David Wellhouse & Associates, Inc.***

3609 Bradshaw Road, H-382, Sacramento, CA 95927

Phone: (916) 797-4883

dwa-renee@surewest.net

**Hasmik Yaghobyan, *County of Los Angeles***

Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012

Phone: (213) 974-9653

hyaghobyan@auditor.lacounty.gov



## OFFICE OF THE INDEPENDENT PERFORMANCE AUDITOR

### About

Reporting of Fraud, Waste, and Abuse

## PROGRAMS & PROJECTS

Transportation

NAVWAR Revitalization

Land Use and Regional Growth

Biking and Walking

*TransNet*

Public Safety

Borders

Environment

Economics and Finance

Regional Airport Access

## RESOURCES

Demographics and Other Data

Maps and GIS

Regional Models

Publications

## SERVICES

Public Information Office

Service Bureau

511

*FasTrak*

iCommute

Keep San Diego Moving

Motorist Aid Services

## EMAIL SUBSCRIPTIONS

Get SANDAG updates delivered right to your inbox.

[Subscribe](#)

[View Region newsletter](#)

Select Language

Powered by [Google Translate](#)

## About SANDAG History

[About](#) | [Board of Directors](#) | [Bylaws & Policies](#) | [Committees](#) | [History](#) | [Work Program & Budget](#)

[Awards](#) | [Investor Relations](#) | [Plan of Excellence](#) | [Civil Rights](#) | [Office of the Independent Performance Auditor](#)

### Milestones in SANDAG Regional Decision-Making

#### 2018

- Completed construction on the State Route 15 (SR 15) Mid-City Centerline *Rapid* Transit Stations project. The project opened for service in March 2018 with two new freeway-level stations at University Avenue and El Cajon Boulevard, which allow *Rapid* service along Interstate 15 (I-15) to quickly stop, pick up passengers, and continue back onto the active freeway lanes.
- Completed construction on the third and final phase of *SuperLoop Rapid* station upgrades in north University City.
- Continued construction on the \$2.17 billion Mid-Coast Corridor Transit (Mid-Coast Trolley) Project, the largest transportation project ever undertaken in the San Diego region. On track for completion in 2021, the Mid-Coast Trolley Project will extend Blue Line service 11 miles from Old Town north along Interstate 5 (I-5) to UC San Diego, along Genesee Avenue, and into University City. \$80 million in Capital Investment Grants funds from the Federal Transit Administration (FTA) also was secured in 2018 for this project.
- Continued construction on South Bay *Rapid*, a 26-mile transit route that will start at the Otay Mesa Border crossing and carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego. Partial nonstop service between the East Palomar Transit Station at Interstate 805 (I-805) in Chula Vista and Downtown San Diego opened in September 2018. Full service is expected to start in January 2019, which construction expected to be complete in fall 2019.
- Continued construction on the San Diego River Bridge Double Track project, which will add nearly 1 mile of new track from Tecolote Road to just north of the Old Town Transit Center. In February, the first of two bridges opened, with the second bridge scheduled for completion in late 2019.
- Continued construction on the Elvira to Morena Double Track project, which will add 2.6-miles of double track from State Route 52 (SR 52) to just south of Balboa Avenue. When linked to double-tracked segments on either end of the project, the result will be a continuous 10.3-mile stretch of double track to improve passenger and freight operations in the corridor. The current phase of work is estimated to be complete in 2020.
- Began service on a new double-tracked rail bridge over the San Elijo Lagoon as part of the San Elijo Lagoon Double Track Project.
- Began Chesterfield Drive Rail Crossing Improvements Project to enhance bicycle and pedestrian safety and accommodate the City of Encinitas' future Quiet Zone for Cardiff-by-the-Sea. Completion is scheduled for early 2019.
- Broke ground on the Poinsettia Station Improvements Project, which will renovate the Poinsettia COASTER Station to improve the customer experience by providing easier access, reducing train delays, enhancing pedestrian safety, and upgrading station amenities, including new lighting, signage, and shelters. The project also will include lengthening and elevating passenger platforms, installing a fence between the tracks, relocating existing tracks, and building a pedestrian and bicycle grade-separated undercrossing between platforms. Completion is scheduled for 2020.
- Celebrated completion of the \$117.4 million I-5/Genesee Avenue Interchange Project with a ribbon-cutting ceremony in June. The project replaced the previously-existing six-lane Genesee Avenue overpass with a new ten-lane structure, widened the on- and off-ramps at I-5, and constructed an auxiliary lane along northbound I-5 between Genesee Avenue and Roselle Street. The project also built a bike lane along westbound Genesee Avenue, and constructed a new bike and pedestrian trail from Voigt Drive to the Sorrento Valley COASTER Station, which includes a bike and pedestrian bridge over Genesee Avenue.
- Continued construction on the North Coast Corridor (NCC) Program, a package of freeway, rail, and environmental enhancement projects along I-5. In November, work broke ground on new carpool lanes from Manchester Avenue in Encinitas to Palomar Airport Road in Carlsbad.
- Made significant progress on the Gilman Drive Bridge, which will span I-5 and connect the east and west campus of UC San Diego. The elegant arched bridge is located north of the La Jolla Village Drive interchange and is expected to be completed in February 2019. The project, which is being constructed in tandem with the Mid-Coast Trolley Project, is a collaboration with UC San Diego, SANDAG, and Caltrans and will connect Gilman Drive on UC San Diego's west campus

and Medical Center Drive on the east campus.

- Continued work on the design, engineering, and planning for the construction of segments 2 and 3 of the State Route 11 (SR 11) and Otay Mesa Port of Entry (POE) project, including southbound connectors between State Routes 125 (SR 125)/905 (SR 905)/11, SR 11 segments and interchanges, and new POE and additional facilities at Otay Mesa East. Additional funding was secured, and the Presidential Permit was renewed.
- Began work on five sound wall segments along I-805, between East Naples Street and Bonita Road in Chula Vista, as part of the second phase of the I-805 South Express Lanes Project. The sound walls will abate freeway noise and improve the quality of life for nearby residents. Additional sound walls will be built in a later phase as construction funding becomes available.
- Removed a number of freeway call boxes in urban areas with dependable cell phone service. Roadside signs will be installed in place of some with a message to call 511 for roadside assistance, connected to a live operator 24 hours a day.
- Continued progress on the Bayshore Bikeway, which will eventually extend 24 miles around San Diego Bay. Approximately 15 miles have been completed to date. An important headway was made when a 2.25-mile key segment along the National City Bayfront opened in February. Construction on the Barrio Logan segment is anticipated to begin in 2020.
- Continued construction on Phase 2 on the Inland Rail Trail through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego. This project is scheduled to open in 2019.
- Design work continued Uptown Bikeways and North Park | Mid-City Bikeways project segments, with the Park Boulevard Bikeway segment making progress toward environmental clearance. The Fourth and Fifth Avenue Bikeways segment is currently in the final design phase, with construction expected to begin in 2019.
- Approved an amendment to the SANDAG FY 2019 budget to accept \$2.2 million from the City of San Diego to fund the design and construction of the Normal Street Promenade as part of the Eastern Hillcrest Bikeways.
- Continued planning for the Border to Bayshore Bikeway, an 8.5-mile route that will provide safe biking connections within and between Imperial Beach, San Ysidro, and the San Ysidro POE. Final design is anticipated to begin in mid-2019 with construction starting in 2021.
- Continued work on the San Elijo Lagoon Restoration project. Nearly 220,000 cubic yards of sand was dredged from the lagoon and moved to Cardiff State Beach in Carlsbad and Fletcher Cove in Solana beach to replenish the shorelines.
- Acquired Deer Canyon East, nearly 112 acres of native habitat and old agricultural lands in Carmel Valley, as part of the *TransNet* Program of Projects (POP) (formerly known as the *TransNet* Early Action Program [EAP]). The old agricultural lands will be restored to wetland habitat and the remaining land will be preserved as open space.
- The SANDAG Energy Roadmap Program provided Climate Action Plan (CAP) planning assistance to the cities of Encinitas and La Mesa, both of whom adopted their CAPs in 2018.
- SANDAG's binational partnership with the Mexican government was reinforced with the historic first visit of Honorable Luis Videgaray, the Secretary of Foreign Affairs of Mexico to a Board of Directors meeting. The visit underscored the importance of border projects like the SR 11 Otay Mesa East POE Project, which SANDAG is working on in partnership with Caltrans and counterpart organizations in Mexico.
- Completed the Plan of Excellence, a comprehensive, agency-wide effort to improve SANDAG's processes, programs, and communications.
- Continued work on the 2019 Regional Transportation Plan (2019 Regional Plan), the latest update to the SANDAG big picture vision for the region's future transportation system. In October, SANDAG launched an interactive survey and held a series of public meetings hosted by elected officials from throughout the region to gather input on three initial "network concepts."
- Continued the first ten-year comprehensive review of *TransNet* projects to evaluate and improve performance of the overall program, as required by the TransNet Extension Ordinance. According to the review, 33 percent of the projects have been completed and 28 percent are either in construction or moving forward with the planning, environmental review, and design process.
- Began recruitment for a SANDAG Independent Performance Auditor, who will report directly to the Board and Audit Committee and oversee and conduct independent examinations of SANDAG program, functions, and operations. This position, which was created as a result of California Assembly Bill 805 (AB 805) (Gonzalez, 2017), is expected to be filled in February 2019.
- Approved the formation of an Airport Connectivity Subcommittee, as well as the use of up to \$1 million from the agency's contingency reserve for consultant-related expenses. The subcommittee will bring together key stakeholders to identify future transportation solutions for improved ground and transit access to the San Diego International Airport by June 2019.
- Approved the formation of a Regional Housing Needs Assessment (RHNA) Subcommittee to provide input and guidance during the development of the RHNA Plan. The RHNA Plan is scheduled for adoption in 2019.
- Approved \$22.3 million in TransNet Smart Growth Incentive Program capital grants to 11 projects throughout the San Diego region, to fund transportation-related infrastructure improvements that support smart growth development.
- Awarded a perfect score from the FTA in its 2018 Triennial Review. The FTA found SANDAG to be fully compliant, with zero deficiencies, in 20 different areas of review, and highlighted dozens of

noteworthy, completed, ongoing, and future projects managed by SANDAG.

- Allocated \$60,000 to fund GO by BIKE mini-grants for regionwide programs and projects that promote biking through outreach and education.
- As part of the SANDAG iCommute Program, 687 vanpools carried more than 5,000 commuters to work each week, which reduced vehicle miles traveled by 133 million miles in 2018.
- Held the 28th Annual SANDAG Regional Bike to Work Day where nearly 11,000 pit stop visits were recorded at 100 pit stops throughout the region.
- Launched a Carpool Incentive Pilot with Waze Carpool. The SANDAG iCommute Program worked with 28 employers to offer ten free rides each to new carpoolers.
- One hundred and six-eight employers were active in the SANDAG iCommute Employer Program in 2018. Those employers represent 395,000 employees in the region.
- Distributed the iCommute Diamond Awards, which recognized 93 employers regionwide for outstanding efforts to encourage workers to use alternate transportation choices.
- Partnered with the Metropolitan Transit System (MTS) and North County Transit District to offer Free Ride Day as part of Rideshare Week in October. This resulted in more than 404,000 transit trips on a single day – a 15 percent increase over the same day on the previous year.
- More than 2,520 people joined the SANDAG iCommute Guaranteed Ride Home program in 2018. iCommute partners with Uber, Yellow Cab, and Enterprise Car Rental to provide a free ride home in the event of an emergency up to three times per year for those who use alternative transportation.

## 2017

- Completed \$28.1 million in improvements to the Oceanside Transit Center, which made the station more efficient by adding a third track and an additional platform.
- Continued construction on the Mid-Coast Trolley project, the largest transportation project ever undertaken in the San Diego region. On track for completion in 2021, the Mid-Coast Trolley will extend Blue Line service 11 miles from Old Town north along I-5 to UC San Diego, along Genesee Avenue, and into University City.
- Refinanced outstanding South Bay Expressway *TransNet* and Transportation Infrastructure Finance and Innovation Act loans through the sale of \$194 million in fixed-rate Series 2017 Revenue Bonds, which led to securing a more conservative level debt service structure that will save more than \$147 million over the life of the 26-year loans.
- Began the process of forming new SANDAG Audit Committee as part of the implementation of Assembly Bill 805.
- Began first ten-year comprehensive review of *TransNet* projects to evaluate and improve performance of the overall program, as required by the *TransNet* Extension Ordinance.
- Continued construction on the SR 15 Mid-City Centerline *Rapid* Transit Stations project. When the project opens for service in spring 2018, two new freeway-level stations at University Avenue and El Cajon Boulevard will allow *Rapid* service along Interstate 15 (I-15) to quickly stop, pick up passengers, and continue back onto the active freeway lanes.
- Continued construction on South Bay *Rapid*, a 26-mile transit route that will start at the Otay Mesa Border crossing and carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego. Service is expected to start in 2019.
- Continued construction on the Elvira to Morena Double Track project, which will add 2.6-miles of double track from SR 52 to just south of Balboa Avenue. When linked to double-tracked segments on either end of the project, the result will be a continuous 10.3-mile stretch of double track to improve passenger and freight operations in the corridor. The current phase of work is estimated to be complete in 2020.
- Continued construction on the San Diego River Bridge Double Track project, which will add nearly 1 mile of new track from Tecolote Road to just north of the Old Town Transit Center. The project is scheduled to wrap up in 2019.
- Continued construction on the Kearny Mesa Transit Improvements project, which supports *Rapid* 235 between Escondido and Downtown San Diego via I-15. The new Ruffin Road *Rapid* station was constructed in partnership with Kaiser Hospital and is the first *Rapid* station introduced to this corridor.
- Began construction on the Gilman Drive Bridge, which will span I-5 just north of the La Jolla Village Drive interchange when completed in 2019. The project, which is being constructed in tandem with the Mid-Coast Trolley Extension, will connect Gilman Drive on UC San Diego's west campus and Medical Center Drive on the east campus.
- Completed construction on the eastern segment of SR 76, including a new and improved Park & Ride lot at SR 76 and I-15.
- Continued construction on the Genesee Avenue interchange project. The new, widened ten-lane bridge and more efficient on- and off-ramps are expected to open in 2018. The project also will create a safe path to the north for bike riders.
- Continued construction on the NCC Program, a package of freeway, rail, and environmental enhancement projects along I-5. The first phase, known as Build NCC, adds carpool lanes from Lomas Santa Fe Drive in Solana Beach to State Route 78 (SR 78) in Oceanside. Work also broke ground on a comprehensive, \$102 million effort to restore the San Elijo Lagoon, as well as replace and double track rail bridges crossing the lagoon.

- Completed construction on the SR 15 Commuter Bikeway. The approximately 1-mile bikeway links the Mid-City communities of Kensington-Talmadge, Normal Heights, and City Heights with Mission Valley and is safely separated from vehicle traffic.
- Continued construction on Phase 2 on the Inland Rail Trail through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego.
- Continued progress on the Bayshore Bikeway – which will eventually extend 24 miles around San Diego Bay. Approximately 15 miles have been completed to date, and important headway was made on a key segment along the National City Bayfront. This new 2.25-mile portion is expected to open in 2018.
- Moved several Uptown Bikeways and North Park | Mid-City Bikeways project segments into the final design phase, while others were approved for environmental clearance.
- Began planning for the Border to Bayshore Bikeway, an 8.5-mile route that will provide safe biking connections within and between Imperial Beach, San Ysidro, and the San Ysidro POE.
- Kicked off work on San Diego Forward: The 2019-2050 Regional Plan, the latest update to the SANDAG big picture vision for the region's future transportation system. The current Regional Plan also was recognized with high-profile awards locally, statewide, and nationally.
- Launched the Plan of Excellence, a comprehensive, agency-wide effort to improve SANDAG's processes, programs, and communications.
- Received \$45 million from the State of California for the SR 11 Otay Mesa East POE project, which will help pay for the acquisition of property for a third border crossing in the region.
- Coordinated on an application to receive U.S. Department of Transportation designation for the San Diego region as one of ten autonomous vehicle proving ground sites in the nation. SANDAG, the City of Chula Vista, and Caltrans District 11 teamed up and won the proving ground designation.
- Celebrated South Bay Expressway's 10th birthday. The tollway has enjoyed steady financial success since SANDAG acquired the rights to operate it in 2011, and continues to serve as a key element to South County's overall transportation system.
- Launched the Shift San Diego program, which provides a one-stop-shop for the community to learn about dozens of ongoing public and private construction projects in the Golden Triangle area.
- As part of the SANDAG iCommute Program, 695 vanpools carried more than 5,100 commuters to work each week, which reduced vehicle miles traveled by 130 million miles in 2017.
- Held the region's busiest ever Bike to Work Day, with more than 10,000 bike commuters visiting one of more than 100 pit stops throughout the region.
- Announced a partnership with Uber to support and encourage sustainable commute choices by expanding the iCommute Guaranteed Ride Home program.
- Distributed the iCommute Diamond Awards, which recognized 67 employers regionwide for their outstanding efforts to encourage workers to use alternate transportation choices.

## 2016

- Broke ground on the Mid-Coast Trolley Project, which will extend Blue Line service north from Santa Fe Depot to the University City community, and add nine new stations. This expansion will serve key destinations like Mission Bay Park, Pacific Beach, the VA Medical Center, business clusters along Genesee Avenue, UC San Diego, and the Westfield UTC mall.
- Completed construction of six uniquely branded *Rapid* transit stations in the heart of Downtown San Diego, bringing the total number to 11.
- Continued construction on the SR 15 Mid-City Centerline *Rapid* Transit Stations Project, which will create the first freeway-level transit stations in the region.
- Continued construction on the Elvira to Morena Double Track Project, which will add 2.6-miles of double track from SR 52 to just south of Balboa Avenue.
- Continued construction on the San Diego River Bridge Double Track Project, which will add nearly a mile of new track from Tecolote Road to just north of the Old Town Transit Center.
- Made significant progress to replace four aging wooden trestle rail bridges across the Los Peñasquitos Lagoon with modern, concrete structures. This project is expected to wrap up in 2017.
- Began construction on South Bay *Rapid*, a 26-mile transit route that will carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego.
- Began construction to upgrade the Oceanside Transit Center, one of the busiest in the region, which serves 1.2 million passengers per year.
- Completed a substantial renovation of the East County Bus Operations and Maintenance Facility in El Cajon.
- Completed two significant goods movement enhancement efforts: the San Ysidro Freight Rail Yard and the South Line Freight Rail Capacity projects.

- Completed the I-805 North Project, which created two carpool lanes between SR 52 and Mira Mesa Boulevard. The project also included a direct access ramp (DAR) at Carroll Canyon Road, which enables carpools, buses, and other eligible vehicles to go straight into the High-Occupancy Vehicle (HOV) lanes.
- Opened Segment 1 of the SR 11/Otay Mesa East Port of Entry Project, a brand new freeway in Otay Mesa, near the U.S.-Mexico border.
- Opened three northbound freeway connectors in Otay Mesa to link SR 905 and SR 11 to the SR 125 toll road, also known as South Bay Expressway.
- Completed improvements to the East Palomar Street Bridge, which included a new DAR, transit station, and Park & Ride lot at East Palomar Street.
- Continued construction on the eastern segment of SR 76, which is expected to be complete in 2017. The bridge over Live Oak Creek also opened to traffic, along with a new westbound lane on SR 76.
- Continued construction on the I-5/Genesee Interchange Project, which is now about two-thirds complete and slated to open in late 2017.
- Broke ground on the first phase of the North Coast Corridor Program, a package of freeway, rail, and environmental enhancement projects along I-5. The first phase, known as Build NCC, will extend carpool lanes and add sound walls along I-5, add two miles of additional double track along the coastal rail line, and make bike and pedestrian improvements. The San Elijo Lagoon also will be fully restored.
- Began preparation for construction of a new Gilman Drive Bridge, which will connect Gilman Drive to Medical Center Drive and link the east and west campuses of UC San Diego.
- Wrapped up construction on Phase 1 of the Inland Rail Trail, a 1-mile segment along the SPRINTER tracks in the City of San Marcos, and began construction on Phase 2, through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles, and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego.
- Broke ground on a new 2.25-mile segment of the Bayshore Bikeway that will ultimately extend from the San Diego-National City border south to the National City Marina.
- Began construction on the SR 15 Commuter Bikeway, which will connect the Mid-City area of the City of San Diego with Mission Valley when construction wraps up in 2017.
- As of December 2016, the *TransNet* Environmental Mitigation Grant Program has helped SANDAG acquire more than 8,600 acres of sensitive habitat in partnership with other organizations and conservation groups. That's more than seven times the size of Balboa Park!
- As part of the SANDAG iCommute Program, more than 700 vanpools carried about 5,000 commuters to work each week, which reduced vehicle miles traveled by 137 million miles in 2016.
- Bike to Work Day 2016 was another success story, with 100 pit stops countywide that drew nearly 10,000 visits.

## 2015

- Adopted San Diego Forward: The Regional Plan, a balanced blueprint for how our region will travel, live, and grow through 2050.
- Completed renovation of Trolley Blue Line stations from Barrio Logan to San Ysidro and added 65 new low-floor vehicles to the Orange and Blue Trolley Lines as part of the Trolley Renewal Project.
- Completed the Sorrento Valley Double Track and San Onofre to Pulgas Double Track projects, which converted 5.2 miles of single track to double track resulting in 67% of the corridor now double tracked, and expanded COASTER station parking.
- Completed construction on five of the 11 new Downtown *Rapid* Stations at Kettner Boulevard, India Street, and 11th Avenue off of Broadway.
- Began construction to replace four aging wooden rail trestle bridges across Los Peñasquitos Lagoon as part of the I-5 North Coast Corridor Program.
- Began construction on the SR 15 Mid-City Centerline *Rapid* Transit Stations project in the Mid-City area of San Diego.
- The Mid-Coast Trolley, which will extend Blue Line service from Old Town to University City, entered into final design. Construction is scheduled to begin in 2016.
- Completed construction of the Sweetwater Bikeway Plaza Bonita Segment, a half-mile Class I bikeway which closes a gap in the existing bikeway and connects to the Bayshore Bikeway.
- Completed construction on a .6-mile extension of the Bayshore Bikeway along Harbor Drive between 32nd Street and Vesta Street.
- Began construction on the first phase of the Inland Rail Trail San Marcos to Vista segment, a seven-mile Class I bikeway that will pass through San Marcos, Vista, and unincorporated communities in San Diego County.
- Completed construction on the I-5/I-8 Connector Project to reduce traffic congestion along I-8.
- Continued construction of the SR 76 East Segment Project between South Mission Road and the I-15/SR 76 interchange.



- Continued construction on the East Palomar Street Bridge and Direct Access Ramp in Chula Vista.
- Continued construction on adding a northbound auxiliary lane and southbound through lane at East Plaza Boulevard in National City.
- Continued construction of SR 11 between SR 905 and Enrico Fermi Drive in Otay Mesa.
- Began construction on the I-5/Genesee Avenue Interchange Project to replace the existing six-lane Genesee Avenue overcrossing with a ten-lane structure that will include additional vehicle lanes, new bicycle lanes, and sidewalks.
- Began construction on the SR 905/125/11 Northbound Connectors Project.
- Continued construction on San Ysidro Freight Rail Yard improvements to replace aging rail infrastructure, alleviate drainage issues, and expand the facility to increase freight capacity and efficiency.
- Continued construction on the South Line Rail Freight Capacity Project, which will enable expanded freight operations to meet existing and future growth of freight rail.
- Received federal and California Coastal Commission authorization to begin construction of carpool lanes on I-5 from Lomas Santa Fe to Birmingham and replace the San Elijo Lagoon Bridge as part of the I-5 North Coast Corridor Program.
- Preserved 50.5 acres near the Batiquitos Lagoon through the *TransNet* Environmental Mitigation Program and the I-5 North Coast Corridor Program.
- Preserved Lakeside Downs, 410 acres in East County previously proposed for development and purchased with funds provided by the SANDAG *TransNet* Environmental Mitigation Program.
- Helped reestablish Agua Hedionda Lagoon marshland as environmental mitigation for I-5 North Coast Corridor Program. The property was purchased through the SANDAG *TransNet* Environmental Mitigation Program.

#### 2014

Received California Coastal Commission approval on the North Coast Corridor Public Works Plan/Transportation and Resource Enhancement Program. Obtained federal and state environmental clearance for the Mid-Coast Corridor Transit Project to extend the Blue Line Trolley from Downtown San Diego to University City. Launched *Rapid* services along the I-15 corridor and in the Mid-City area, including *Rapid* 215, *Rapid* 235, and *Rapid* 237, and began construction on Downtown San Diego *Rapid* stations. After obtaining AAA ratings from two credit agencies, sold \$350 million in bonds at 3.85 percent interest rate to fund *TransNet* Early Action Projects. Opened eight miles of carpool lanes along I-805 South between East Naples Street in Chula Vista and SR 94 in San Diego, and added 10 sound walls along the route of the new carpool lanes. Completed the I-15 Mira Mesa Direct Access Ramp and Miramar College Transit Station. Completed major improvements, including a new parking garage and bike parking facility, at the Sabre Springs/Peñasquitos Transit Station. Completed the I-805 HOV/Carroll Canyon Road Extension Project, which included two miles of carpool lanes in each direction along I-805 from I-5 to Carroll Canyon Road and a northerly Direct Access Ramp from the Carroll Canyon Road Extension to the HOV lanes. Completed realignment and double tracking along the Sorrento-Miramar Curve section of the LOSSAN coastal rail corridor. Began construction on the SR 76 East Segment between South Mission Road and SR 76/I-15 interchange, the last of a series of improvements to the east-west highway. Completed a 2,000-foot segment of Coastal Rail Trail in Oceanside from Ocean Boulevard to Wisconsin Avenue. Completed the Barrio Logan gateway sign and street improvements to make the area on Cesar E. Chavez Parkway between Main Street and Newton Avenue more pedestrian-friendly and attractive. Continued to make progress to modernize and rebuild the Blue Line Trolley stations, tracks, Traction Power Substations, and overhead wires. Launched low-floor Trolley service in January 2015. Began construction on the I-5/I-8 Connector Project to reduce traffic congestion along I-8. Began construction to expand the San Ysidro Freight Rail Yard – an important project to expedite loading between freight cars and trucks. Began construction on the Plaza Bonita Segment of the Sweetwater Bikeway. Began construction on the first phase of Segment 4 of the Bayshore Bikeway along Harbor Drive from Vesta Street to 32nd Street.

#### 2013

Celebrated 25 years of keeping San Diego moving with *TransNet*, the region's half-cent sales tax. Completed Encinitas Pedestrian Crossing Project to ensure safe passage to Swami's State Beach. Released Mid-Coast Corridor Transit Project draft supplemental environmental document for review and comment. Added VA Medical Center as station stop. Completed the Eastbound SR 78 Auxiliary Lanes Project to help ease traffic in North County. Adopted vision and goals for San Diego Forward: The Regional Plan. Began construction on Oceanside Coastal Rail Trail Class I bikeway project. Demolished Palomar Street Bridge to accommodate direct access ramp construction as part of the I-805 South Project. Accepted the Series 13 Regional Growth Forecast. Approved final environmental document for South Bay *Rapid*. Completed SR 76 / I-15 East Widening Interchange Improvement Project ahead of schedule. Began construction on Mid-City *Rapid* in San Diego. Kicked off last phase of Trolley Renewal Project construction – the Blue Line from Barrio Logan to San Ysidro. Approved \$200 million Regional Bike Plan Early Action Program to fund high-priority bikeway projects regionwide within ten years. Awarded construction contract for the Sorrento Valley Double Tracking Project to provide for an additional one mile of double tracking north of the Sorrento Valley COASTER Station. Broke ground on Segment 1 of the SR 11/Otay Mesa East Port of Entry construction project.

#### 2012

Opened the last four miles of the I-15 Express Lanes. Reduced tolls by up to 40 percent on the South Bay Expressway/SR 125 toll road. As part of Trolley Renewal, delivered 44 of 65 new low-floor vehicles, reconstructed 14 of 17 Green and Orange Line stations, and extended the Green Line through downtown. Completed the Nordahl Bridge replacement project. Opened SR 905, easing the flow of crossborder commerce. Completed the middle segment of SR 76 between Melrose Drive and Mission Road. Began construction of I-15 *Rapid* improvements. Finished the Regional Beach Sand Project. Completed the project to replace the famous "Trestles Bridge" in San

Onofre. Transitioned the Compass Card program to Albertsons. Transitioned the San Diego Service Authority for Freeway Emergencies to SANDAG. Finished Energy Roadmaps for ten local jurisdictions. Began work on the Series 13 Regional Growth Forecast. Gained approval of SB 1549 to use new project delivery tools for public transit. Conserved the 1,905-acre Hidden Valley property in partnership with other agencies.

#### 2011

Started construction on HOV/DAR project at Carroll Canyon Road and I-805. Opened SR 52 extension from SR 125 to SR 67. Opened auxiliary lanes on southbound I-805 from SR 54 to Bonita Road in Chula Vista. Launched Escondido BREEZE *Rapid*. I-15 Express Lanes expanded to four lanes from SR 163 to SR 56. Began construction on 1.8-mile segment of the Bayshore Bikeway in Chula Vista. Started construction on *SuperLoop* expansion project. FTA approved Mid-Coast Corridor Transit project for preliminary engineering. Adopted 2050 Regional Transportation Plan, including first Sustainable Communities Strategy in the state. *TransNet* Environmental Mitigation Program acquired 902-acre Rancho Lilac, bringing total acquisitions to 2,300 acres. Completed the migration from the legacy ARJIS mainframe to the Enterprise ARJIS system. Bought the lease to operate the SR 125 toll road.

#### 2010

Board approved a light rail transit alternative for Mid-Coast Corridor Transit Project; environmental work underway. Compass Card program rolled out to all transit riders; monthly paper passes discontinued. Planning for the 2050 Regional Transportation Plan, scheduled for adoption in 2011, continued. Awarded \$8.7 million for intelligent transportation system improvements on I-15. Began construction on the widening of SR 76 between Melrose and Mission Avenues. Coordinated with local, state, and federal agencies in U.S. and Mexico to build the third international border crossing. Secured \$128 million in American Recovery and Reinvestment Act funding for region. A robust *TransNet* Plan of Finance approved to advance additional capital projects to construction and prepare the next round of "ready to go" projects. Board approved San Diego Regional Bicycle Plan. As of December, 1,241 acres of land acquired under the *TransNet* Environmental Mitigation Program. Board accepted Series 12: 2050 Regional Growth Forecast for planning purposes. SANDAG and MTS began \$620 million overhaul of the San Diego Trolley's Blue and Orange Lines.

#### 2009

Secured \$128 million in American Recovery and Reinvestment Act funding for region. SANDAG and partner agencies acquired nine properties totaling nearly 1,000 acres for habitat conservation through *TransNet* Environmental Mitigation Program. Board approves Regional Energy Strategy update. Opened 3.5 mile I-15 Express Lanes segment. Allocated \$70 million in *TransNet* funds to begin final design on the coastal rail corridor, HOV lanes on I-5 in North County, and South Bay *Rapid*. Received \$20 million from Federal Transit Administration for Mid-City Rapid Bus Project. Received \$1.7 million from SDG&E to advance Sustainable Region Program. Launched *SuperLoop* service in University City. Progress continued on major expansion of SR 52 extension from SR 125 to SR 67. Established effort to coordinate regional resources to combat graffiti.

#### 2008

The first stretch of I-15 Express Lanes opens. Construction begins on SR 52 extension from SR 125 to SR 67. Construction continues on SR 905 at the U.S./Mexico border. A Presidential Permit is granted for third U.S./Mexico border crossing. The original, 20-year *TransNet* program ends, and the 40-year extension begins. SB 1486 was signed into law which authorizes SANDAG to collect a toll from travelers using State Route 11 to develop and construct the new highway and Otay Mesa East Port of Entry facility. SB 1685 was signed into law which provides SANDAG the flexibility to expand the uses of sale tax revenues beyond transportation related projects for future ballot measures.

#### 2007

SANDAG awarded \$432 million in state infrastructure bond dollars for transportation improvements. Board adopts \$57 billion 2030 Regional Transportation Plan. Southern California Tribal Chairman's Association joins SANDAG as advisory member. Construction continues on I-15, I-5, I-805, and SR 52. California Energy Commission awards \$450,000 to SANDAG for energy planning. SANDAG and the City of Tijuana approve the Otay Mesa-Mesa de Otay Binational Corridor Strategic Plan.

#### 2006

Construction on the I-15 managed lanes project continues - with the middle segment nearing completion and construction underway on the northern segment. Supplemental environmental work begins on the 11-mile Mid-Coast Trolley extension from Old Town north to UCSD and University Towne Centre. A technical update of the Regional Transportation Plan is prepared to satisfy requirements for reporting air quality conformity analysis and to incorporate *TransNet* Early Action Projects. Progress continues on implementing the Regional Comprehensive Plan. All jurisdictions identify opportunities for smart growth development in a new concept map. SANDAG works with state lawmakers to address infrastructure deficits.

#### 2005

SANDAG works to jumpstart highway and transit projects using new *TransNet* dollars. The Independent Taxpayer Oversight Committee (ITOC) is formed in accordance with *TransNet* ordinance to monitor program operations. Mission Valley East Green Line trolley from Qualcomm Stadium under SDSU to La Mesa begins service in July. SPRINTER commuter rail starts construction linking Oceanside, Vista, San Marcos, San Marcos, and Escondido.

#### 2004

The Automated Regional Justice System (ARJIS) is consolidated into SANDAG. Directors create the Public Safety Policy Committee. The Regional Comprehensive Plan is adopted in July. Voters extend the *TransNet* sales tax program for 40 years to generate \$14 billion to help fund highway, transit, and local street improvements. *TransNet* helps pay for the completion of SR56.

#### 2003

With the passage of state law (SB 1703), SANDAG becomes the consolidated regional agency on January 1. Transit planning, programming, project development, and construction will be consolidated into the regional agency during the next 13 months. Imperial County joins SANDAG as an advisory Board member. SANDAG adopts the \$42 billion, MOBILITY 2030: Regional Transportation Plan seeking to make public transit competitive with solo drivers during rush hours.

#### 2002

SANDAG drafts a \$42 billion, 30-year Regional Transportation Plan seeking to make public transit competitive with solo drivers during rush hours. On June 27, based on SANDAG action, the tolls are eliminated from the San Diego-Coronado Bridge. Directors decide to develop a Regional Comprehensive Plan by mid-2004 with the goal of reducing urban sprawl, lessening traffic congestion, providing more housing and more affordable housing, saving habitat and other natural resources, and bolstering the economy.

#### 2001

Using \$14.7 million in federal and state funds, SANDAG puts sand on badly eroded beaches from Oceanside to Imperial Beach. Working in close cooperation with MTDB, NCTD, and Caltrans, SANDAG approves The Regional Transit Vision with the goal of making public transit more time competitive with driving a car during rush hours.

#### 2000

SANDAG adopts the \$29 billion, 20-year Regional Transportation Plan to reduce traffic congestion and limit urban sprawl. MTDB and NCTD join SANDAG as advisory members, and SANDAG joins the Joint Committee on Regional Transit.

#### 1999

SANDAG dedicates \$76.4 million in federal funds for traffic construction improvements along the I-15 from Route 56 in San Diego, north to Route 78 in Escondido.

#### 1998

The SANDAG Committee on Binational Regional Opportunities (COBRO) provides public forums for cross border planning in the areas of transportation, environmental management, education, water supply, and economic development. Halfway through the 20-year *TransNet* program, 68% of the highway projects, 55% of the transit projects, and 53% of the local street program are completed.

#### 1997

The National Institute of Justice cites SANDAG for its outstanding work on the Drug Use Forecasting program, which assesses drug use among people as they are booked into jail. *TransNet* provides more than half the funds for the Mission Valley West trolley line between Old Town San Diego and Qualcomm Stadium.

#### 1996

SANDAG helps establish the San Diego Regional Partners in Homeownership. SANDAG starts the I-15 FasTrak Program to improve traffic flow, and expand bus and rideshare services in the corridor.

#### 1995

The San Diego County Water Authority joins SANDAG as an advisory member. SANDAG plays a major role in bringing together, and most importantly, holding together, all participants in the San Diego County Investment Fund.

#### 1994

SANDAG approves the first ever Regional Economic Prosperity Strategy. At the request of Caltrans, SANDAG assumes the management of Commuter Computer and transforms the operation into the Ridelink service.

#### 1993

*TransNet* opens SR52 East, widens SR54 in the South Bay, opens SR56 East in the North City area, and completes improvements to SR78/I-15 interchange in the North County. The Freeway Service Patrol begins under a cooperative arrangement among SANDAG, Caltrans and the California Highway Patrol.

#### 1992

State designates SANDAG as the San Diego-Coronado Bridge Toll Authority. SANDAG helps form a five-county rail coalition, and purchases rail right-of-way from Santa Fe Railway for the COASTER, and the Oceanside to Escondido SPRINTER rail commuter services.

#### 1991

Member agencies designate SANDAG as the Congestion Management Agency.

#### 1990

State designates SANDAG as the Integrated Waste Management Task Force. SANDAG helps start the San Dieguito River Valley Park Joint Powers Authority.

#### 1989

Agencies designate SANDAG as the Regional Planning and Growth Management Review Board.

#### 1988

Voters countywide pass an advisory measure calling for creation of a Regional Planning and Growth Management Board.

#### 1987

Voters countywide pass Proposition A - the local ½% transportation sales tax measure. *TransNet*, the \$3.3 billion program starts for highways, transit, local roads and bicycles.

#### 1986

Encinitas and Solana Beach become cities and join SANDAG. State designates SANDAG as the Regional Transportation Commission.

#### 1982

SANDAG creates SourcePoint as a nonprofit corporate subsidiary to customize & sell research products.

#### 1981

Poway and Santee become cities and join SANDAG.

#### 1980

CPO renames itself as the San Diego Association of Governments (SANDAG).

#### 1979

State designates CPO to prepare the Regional Housing Needs Statement.

**1978**

The Local Technical Assistance (LTA) program is started for member governments. CPO helps establish the Automated Regional Justice Information System (ARJIS). CPO is jointly designated with County government to implement federal & state Clean Air Acts.

**1977**

Lemon Grove becomes a city and joins CPO. CPO establishes the Criminal Justice Research Division.

**1975**

CPO develops & adopts first ever comprehensive Regional Transportation Plan.

**1972**

Local governments establish CPO as an independent Joint Powers Agency.

**1971**

State further designates CPO as the Regional Transportation Planning Agency; Airport Land Use Commission; and Areawide Clearinghouse for federal/state grant reviews.

**1970**

Governor designates CPO as the Metropolitan Planning Organization to assure areawide coordination and to serve as the technical and informational resource for local governments.

**1966**

Local governments create the Comprehensive Planning Organization (CPO) as a long-range planning department within the San Diego County government under a state authorized joint powers agreement.



## OFFICE OF THE INDEPENDENT PERFORMANCE AUDITOR

### About

Reporting of Fraud, Waste, and Abuse

## PROGRAMS & PROJECTS

Transportation

NAVWAR Revitalization

Land Use and Regional Growth

Biking and Walking

*TransNet*

Public Safety

Borders

Environment

Economics and Finance

Regional Airport Access

## RESOURCES

Demographics and Other Data

Maps and GIS

Regional Models

Publications

## SERVICES

Public Information Office

Service Bureau

511

*FasTrak*

iCommute

Keep San Diego Moving

Motorist Aid Services

## EMAIL SUBSCRIPTIONS

Get SANDAG updates delivered right to your inbox.

[Subscribe](#)

[View Region newsletter](#)

Select Language

Powered by [Google Translate](#)

## About SANDAG

# Work Program & Budget

[About](#) | [Board of Directors](#) | [Bylaws & Policies](#) | [Committees](#) | [History](#) | [Work Program & Budget](#)

[Awards](#) | [Investor Relations](#) | [Plan of Excellence](#) | [Civil Rights](#)

### Final FY 2021 Budget

At its June 12, 2020, meeting, the SANDAG Board of Directors approved a \$1.15 billion program budget for FY 2021 beginning July 1, 2020. This budget includes \$46.1 million in projected costs for the overall work program, \$62.9 million for regional operations, and the annual portion of the capital program is projected to be \$746.2 million, of which \$262.4 million will be passed through to Caltrans District 11.

[FY 2021 Program Budget](#)  
[2020 Self-Certification](#)

### Final FY 2020 Budget

At its June 28, 2019, meeting, the SANDAG Board of Directors approved a \$1.36 billion program budget for FY 2020 beginning July 1, 2019. This budget includes \$52.4 million in projected costs for the overall work program, \$54 million for regional operations, and the annual portion of the capital program is projected to be \$934.3 million, of which \$281.7 million will be passed through to Caltrans District 11.

[FY 2020 Program Budget](#)  
[2019 Self-Certification](#)

### FY 2019 Budget

At its May 25, 2018, meeting, the SANDAG Board of Directors approved a \$1.3 billion program budget for FY 2019 beginning July 1, 2018. This budget includes \$43.5 million in projected costs for the overall work program, \$67.6 million for regional operations, and the annual portion of the capital program is projected to be \$916.6 million, of which \$218 million will be passed through to Caltrans District 11.

[FY 2019 Program Budget](#)  
[2018 Self-Certification](#)

### FY 2018 Budget

At its May 26, 2017, meeting, the SANDAG Board of Directors approved a \$1.3 billion program budget for FY 2018 beginning July 1, 2017. This budget includes \$45.1 million in projected costs for the overall work program, \$62.2 million for regional operations, and the annual portion of the capital program is projected to be \$896.4 million, of which \$196 million will be passed through to Caltrans District 11.

[FY 2018 Program Budget](#)  
[2017 Self-Certification](#)

### FY 2017 Budget

At its May 27, 2016 meeting, the SANDAG Board of Directors approved a \$1.36 billion program budget for FY 2017 beginning July 1, 2016. This budget includes \$43.6 million in projected costs for the overall work program, \$56.5 million for regional operations, and the annual portion of the capital program is projected to be \$964.2 million, of which \$247.7 million will be passed through to Caltrans District 11.

[FY 2017 Program Budget](#)  
[2016 Self-Certification](#)

### FY 2016 Budget

At its May 22, 2015 meeting, the SANDAG Board of Directors approved a \$1.403 billion program budget for FY 2016 beginning July 1, 2015. This budget includes \$41.3 million in projected costs for the overall work program, \$56.2 million for regional operations, and the annual portion of the capital program is projected to be \$1.017 billion, of which \$282.6 million will be passed through to Caltrans District 11.

[FY 2016 Budget and Overall Work Program](#)  
[2015 Self-Certification](#)

### FY 2015 Budget

At its May 23, 2014 meeting, the SANDAG Board of Directors approved a \$1.196 billion program budget for FY 2015 beginning July 1, 2014. This budget includes \$44.1 million in projected costs for the overall work program, \$44.8 million for regional operations, and the annual portion of the capital program is projected to be \$832 million.

[FY 2015 Budget and Overall Work Program](#)  
[2014 Self-Certification](#)

### Archive

- [FY 2014 Budget and Overall Work Program](#)

- [2012 Self-Certification](#)
- [FY 2013 Budget and Overall Work Program](#)
- [FY 2012 Budget and Overall Work Program](#)
- [FY 2011 Budget and Overall Work Program](#)
- [FY 2010 Budget and Overall Work Program](#)
- [FY 2009 Budget and Overall Work Program](#)

**Project Manager**

Sandi Craig, Senior Budget Program Analyst  
Phone: (619) 699-6998, Email: [sandi.craig@sandag.org](mailto:sandi.craig@sandag.org)

[HOME](#) | [SITE MAP](#) | [LINKS](#) | [HELP](#) | [PRIVACY POLICY](#) | [LEGAL](#) | [FAQ](#) | [CONTACT](#)

SANDAG, 401 B Street, Suite 100  
(619) 699-1900, fax: (619) 699-1905, [W](#)

Date of Hearing: April 19, 2017

ASSEMBLY COMMITTEE ON LOCAL GOVERNMENT

Cecilia Aguiar-Curry, Chair

AB 805 (Gonzalez Fletcher) – As Amended April 6, 2017

**SUBJECT:** County of San Diego: transportation agencies.

**SUMMARY:** Makes changes to the governance and financing authority of the San Diego Association of Governments, the San Diego Metropolitan Transit System, and the North County Transit District. Specifically, **this bill**:

- 1) Revises the San Diego Association of Governments (SANDAG) Board of Directors as follows:
  - a) Requires the mayors of the largest city and the second-largest city to alternate between serving as Chairperson and Vice Chairperson for four-year terms;
  - b) Provides that terms of office for the SANDAG Board, other than for the Chairperson and Vice Chairperson, may be established by the Board;
  - c) Requires the two directors from the City of San Diego to be the Mayor and the President of the City Council;
  - d) Requires the Chair of the San Diego County Board of Supervisors (BOS) to be one of the two SANDAG Board members from the County of San Diego (County);
  - e) Requires the weighted vote allocated to the two representatives from the BOS and City of San Diego to be equal, instead of authorizing each agency to apportion the weighted vote among their two members; and,
  - f) Requires the director from each city in the County to be the Mayor. Requires the alternate director from each city and the County to be a councilperson or supervisor.
- 2) Removes a provision in existing law which required both a majority vote of the members present on the basis of one vote per agency and a majority of the weighted vote of the member agencies present in order to act on any item.
- 3) Removes the cap in existing law which allocated 40 votes to any agency with 40% or more of the total population of the County and provided a formula to allocate the remaining 60 votes.
- 4) Makes changes to the formula to apportion weighted votes as follows:
  - a) Requires, after computing the percentage of the total population in the San Diego region for each agency, for each agency whose percentage fraction total is less than one to boost that agency to one. Requires the formula to then add to that number only whole numbers, excluding fractions, for all other agencies; and,
  - b) Provides for a specified formula if the total cumulative number of the weighted vote is less or more than 100.

- 5) Adds an audit committee to the list of standing policy advisory committees within SANDAG.
- 6) Requires the audit committee to consist of five voting members, two members from the SANDAG Board, and three members of the public appointed by the SANDAG Board. Provides an exception, for directors serving on the Audit Committee, to the prohibition in existing law which prevents a director from serving on more than two standing policy advisory committees.
- 7) Requires the audit committee to recommend to the SANDAG Board the contract of the firm conducting the annual financial statement audits and the hiring of the independent performance auditor (Auditor), and to approval the annual audit plan after discussion with the Auditor, as specified.
- 8) Requires the audit committee to appoint an Auditor, subject to approval by the SANDAG Board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the SANDAG Board.
- 9) Authorizes the Auditor to conduct or cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of SANDAG. Requires all SANDAG officers and employees to fully cooperate and to furnish the Auditor unrestricted access to information and records, as specified.
- 10) Requires the Auditor to prepare annually an audit plan and to conduct audits as required by ordinance or in accordance with state law and the California Constitution.
- 11) Grants the Auditor the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the office and to prescribe their duties, scope of authority, and qualifications.
- 12) Authorizes the Auditor to investigate any material claim of financial fraud, waste, or impropriety within SANDAG and for that purpose may summon any office, agent, or employee of SANDAG and examine him or her upon oath, as specified.
- 13) Requires all SANDAG contracts with consultants, vendors, or agencies to be prepared with an adequate audit provision to allow the Auditor to access the entity's records needed to verify compliance with the terms specified in the contracts.
- 14) Requires all audits and reports to be made available to the public in accordance with the California Public Records Act.
- 15) Requires the Chairperson and Vice Chairperson of the SANDAG Board to be voting members of the executive committee.
- 16) Revises the composition of the Metropolitan Transit System Board (MTS Board), as follows:
  - a) Requires mayors to serve on the MTS Board, instead of city council members, from the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, San Diego, and Santee;
  - b) Requires the MTS Board to include a member of the city council from the cities of San Diego and Chula Vista, appointed by their respective city council;



- c) Removes the BOS MTS Board member that represents one of the two supervisorial districts with the greatest percentage of its area within the unincorporated area as Chairperson of the Board, and makes conforming changes; and,
  - d) Requires the mayors of the largest city and the second largest city to alternate between serving as the Chairperson and Vice Chairperson every four years and removes provisions in existing law which required the Chairperson to be elected subject to a two-thirds vote of the MTS Board.
- 17) Removes a provision in existing law which authorizes an appointed MTS Board member to continue to serve on the Board for up to four years after the date of termination from elected office.
- 18) Requires the MTS Board member appointed by the BOS, pursuant to existing law, to represent the one supervisorial district, instead of one of the two supervisorial districts, with the greatest percentage of its area within the incorporated area of San Diego County (County).
- 19) Makes specified changes to the appointment of alternate members of the MTS Board.
- 20) Requires all affirmative votes to be a majority of the weighted vote of the members present, and removes the vote of the MTS Board on the basis of one vote per agency.
- 21) Requires any reference to a two-thirds vote of the MTS Board to mean the affirmative vote of two-thirds of the weighted vote of the members present.
- 22) Revises the weighted vote to be a total of 100 votes, with each member agency allotted the number of votes annually determined by population, and requires each agency to have a minimum of one vote, and prohibits any fractional votes.
- 23) Provides that the formula used to allocate votes be based on the total population of the cities and county within MTS and the percentage of this total for each agency, as specified. Establishes the formula to apportion the weighted vote for each agency and provides directives if the total weighted vote does not add up to 100.
- 24) Specifies that the population of the County used to determine the total population is the population in the unincorporated area of the County within the area of the jurisdiction of the MTS Board defined in existing law.
- 25) Requires the City of San Diego to allocate half of its weighted vote to the Mayor of the City and the other half divided equally between the three city council members on the MTS Board.
- 26) Requires the City of Chula Vista to allocate its weighted vote evenly between their two MTS Board members.
- 27) Revises the composition of the North County Transit District (NCTD) Board to require the mayors, instead of city council members, to represent the following cities specified in existing law: Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marco, Solana Beach, and Vista, and each new city that incorporates.

- 28) Requires all official acts of the NCTD Board to require the affirmative vote of the majority of the weighted vote of the members present.
- 29) Establishes the same weighted vote total and formula as described for MTS, above.
- 30) Requires the NCTD Board to adopt policies and procedures to implement the weighted vote requirements.
- 31) Authorizes the MTS and NCTD Board, subject to the approval of their voters, to impose a 0.5% transactions and use tax for public transit purposes in accordance with transactions and use tax law and the California Constitution Article XIII C.
- 32) Authorizes the transactions and use tax ordinance to be applicable in the incorporated and unincorporated territory within the area of the MTS Board and the NCTD Board, respectively, as defined in existing law.
- 33) Provides that this authority remains in effect, if at any time, the voters do not approve a transactions and use tax and authorizes both Boards to go back to their voters at any time subject to specified requirements.
- 34) Requires the ordinance to state the nature of the tax to be imposed, the tax rate, the term the tax will be imposed, purposes for which the revenue will be used, and to include an expenditure plan which must include the allocation of revenues.
- 35) Limits the use of tax revenue to public transit purposes serving the area of jurisdiction of the MTS and NCTD Board, as determined by the respective Board, as specified. Provides that these purposes include expenditure for the planning, environmental review, engineering and design costs, and related right of way acquisition.
- 36) Defines public transit purposes to include the public transit responsibilities under the jurisdiction of the Board as well as any bikeway, bicycle path, sidewalk, trail, pedestrian access, or pedestrian access way.
- 37) Authorizes each Board to allocate transactions and use tax revenues for public transit purposes consistent with the applicable regional transportation improvement program and the regional transportation plan.
- 38) Provides the manner in which the County shall call the election.
- 39) Provides for the operative date of the tax ordinance and authorizes each Board to contract with the State Board of Equalization for the administration and operation of the ordinance.
- 40) Prohibits both Boards from levying the tax, subject to voter approval, at a rate other than 0.5% or 0.25%, unless specifically authorized by the Legislature.
- 41) Authorizes each Board to seek authorization to issue bonds payable from the proceeds of the tax, as part of the ballot proposition to approve the transactions and use tax.
- 42) Requires any action or proceeding to contest the validity of the adoption of the transactions and use tax ordinance to be commenced within six months from the date of election at which

the ordinance is approved, otherwise the bonds, including the adoption and approval of the ordinance, shall be held to be valid and in every respect legal and incontestable, as specified.

43) Provides that both Boards have no power to impose any tax other than the transactions and use tax imposed, pursuant to this bill and subject to voter approval.

44) Requires the SANDAG Board to develop and adopt the following:

- a) Internal control guidelines to prevent and detect financial errors and fraud based on the internal control guidelines developed by the Controller, pursuant to existing law and to the standards adopted by the American Institute of Certified Public Accountants; and,
- b) Administration policy that includes a process to conduct staff performance evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions, and to monitor the evaluation process on a regular basis.

45) Requires the SANDAG Board to provide a report, developed by the transportation committee, to the Legislature on or before July 1 of each year that outlines the following:

- a) Public transit needs;
- b) Transit funding criteria;
- c) Recommended transit funding levels;
- d) Additional work on public transit, as delegated to the transportation committee by the SANDAG Board; and,
- e) Funds spent explicitly on public transportation.

46) Requires SANDAG's regional comprehensive plan to address the following:

- a) Greenhouse gas emissions reduction rules and regulation adopted by the State Air Resources Board, pursuant to existing law, and the statewide greenhouse gas emissions limit set forth in existing law, and to include strategies in that regard, including the establishment of aggressive nonautomobile modal share targets for the region; and,
- b) Identify disadvantaged communities, as designated, pursuant to existing law, and include transportation strategies to reduce pollution exposure in those communities.

47) Adds open space, including habitat to the list of components that the regional comprehensive plan may include.

48) Provides that, if the Commission on State Mandates determines that this bill contains costs mandated by the state, reimbursement to local agencies and school districts for those costs shall be made, pursuant to current laws governing state mandated local costs.

**FISCAL EFFECT:** This bill is keyed fiscal and contains a state mandated local program.

**COMMENTS:**

- 1) **SANDAG.** SB 1703 (Peace), Chapter 743, Statutes of 2002, created a consolidated transportation agency in San Diego from existing agencies, including the San Diego Association of Governments (SANDAG), the San Diego Metropolitan Transit System (MTS), and the North County Transit District (NCTD), and authorized that agency to assume certain responsibilities. SANDAG is now the consolidated agency responsible for many public transit and long-term transportation planning and programming responsibilities that formerly resided with MTS and NCTD boards. SB 1703 established the general authority and powers of the revamped SANDAG in an attempt to create an agency with the power to develop a comprehensive regional public transportation system. In addition to the planning functions, SB 1703 transferred project development and construction activities to SANDAG, except on certain existing projects, and sought to refocus MTS and NCTD primarily as agencies operating public transit services.

SANDAG is the regional transportation planning agency for San Diego County and under federal law is the metropolitan planning organization for the region. SANDAG also manages a local, voter approved half-percent transportation sales tax. SANDAG has a broad scope of authority.

- 2) **Bill Summary and Existing Law.** This bill makes a number of changes to the statutes which govern SANDAG, MTS, and NCTD. This bill is author-sponsored.
  - a) **Governance.** SANDAG is governed by a 21-member board comprised of two members of the BOS, two members of the City of San Diego, which may include the mayor, and 17 members from the city councils, which may include the mayor, from each of the seventeen incorporated cities. Votes are allocated among the 21-member board by formula that apportions the total weighted vote of 100 based on the total population in the County and specifies a specific formula if any agency has 40% or more of the total population. Under existing law, a majority vote on the basis of one vote per agency and a majority vote of the weighted vote are required.

Under existing law, for the 2017 FY the weighted vote for SANDAG is allocated as follows: County (16), City of San Diego (40) Chula Vista (8), Oceanside (5), Escondido (5), Carlsbad (3), El Cajon (3), Vista (3), San Marcos (3), Encinitas (2), La Mesa (2), Santee (2), National City (2), Poway (1), Imperial Beach (1), Lemon Grove (1), Coronado (1), Solana Beach (1), and Del Mar (1).

This bill makes changes to the voting process by only requiring a majority of the weighted vote of the board members present, instead of also requiring a majority based on one vote per agency, for the SANDAG Board to act on any item. This bill also modifies the weighted vote by removing the formula in existing law which apportions votes if any agency has 40% or more of the total population, and allocates votes based on the percentage of the total population for each agency. Additionally, this bill requires the Chairperson and Vice Chairperson to be from the largest and second largest city. Under this bill, mayors from all 18 incorporated cities would serve on SANDAG.

MTS is governed by a 15-member board comprised of two members of the Board of Supervisors appointed by the BOS, four members of the San Diego City Council, one of whom may be the mayor, appointed by the city council, and nine members from the city

councils of the following cities: Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee appointed by each respective city council. Under existing law, official acts of the MTS Board require a majority vote of members of the Board. A weighted vote may be called by any two members, as specified. NCTD is governed by a nine-member board comprised of one member of the BOS, appointed by the BOS; eight members from the city councils of the following cities: Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marcos, Solana Beach; and Vista appointed by each respective city council. Existing law requires a majority vote of the members of the NCTD Board for any official act.

Under this bill, MTS, and NCTD would use the weighted vote system with a total of 100 votes allocated, pursuant to the population of each jurisdiction in relation to the total population of the agency.

- b) **Taxing Authority.** Existing law authorizes cities and counties to impose transactions and use taxes in 0.125% increments in addition to the state's 7.5% sales tax, provided that the combined rate in the county does not exceed 2%. Transactions and use taxes are taxes imposed on the total retail price of any tangible personal property and the use or storage of such property when sales tax is not paid. State law has been amended multiple times to authorize specific cities, counties, special districts and county transportation authorities, including SANDAG, to impose a transactions and use tax, if voters approve the tax.

This bill authorizes MTS and NCTD to each adopt an ordinance to propose the imposition of a transactions and use tax for public transit purposes at a rate of no more than 0.5%, and with the appropriate voter approval pursuant to the California Constitution, which requires a two-thirds vote. With both MTS and NCTD including incorporated and unincorporated areas, this bill authorizes each Board to impose a transactions and use tax within the area of the Board. Additionally, this bill specifies that public transit purposes include responsibilities of the jurisdiction as well as bikeway and pedestrian access and trails.

- c) **SANDAG – Accountability Measures.** This bill also establishes an audit committee within SANDAG and requires the committee to appoint an independent performance auditor. This bill grants the Auditor broad authority and access to comply with audit requirements in existing law and those established by this bill.
- 3) **Author's Statement.** According to the author, "The San Diego Association of Governments, known as SANDAG, is the consolidated region's transportation planning agency charged with long term planning, project design, and raising revenue for projects. It is also the agency currently enveloped in scandal for misleading voters in San Diego on how much revenue a proposed sales tax increase that failed this past November, Measure A, was expected to raise for transportation projects.

"Out-of-date cost estimates were also used in the official long term plans for TransNet, the transportation infrastructure program in San Diego, despite SANDAG having updated its own figures a year earlier. This enabled SANDAG to obscure an \$8.4 billion cost increase facing the projects until after the Measure A tax increase had failed. Staff at SANDAG, its executive director, and high ranking officials knew of the faulty projections and did not act to

correct the mistakes nor inform the elected officials who serve on the SANDAG board of directors, reportedly. The San Diego region is now facing a situation where there is no real way to hold the board accountable.

"The consolidation of power and money into a board that is not directly elected has led to priorities which do not reflect the growing population centers of the area, a lack of transparency, and the inability for constituents to know who should be held responsible for failures. Taxpayers deserve more than they have received in the past from SANDAG it is time to reform the way transportation dollars are raised and spent in the San Diego region.

"AB 805 would overhaul the decision-making process at SANDAG, as well as the two transit districts that serve portions of San Diego County to provide better equity through proportional representation on the boards of directors that oversee those agencies. Additionally, the bill would create new financial controls at SANDAG by requiring that it employ an independent auditor who would report to a newly formed Audit Committee, comprised of members of the public, to oversee the agency's spending plans, financial forecasts and annual budget.

"AB 805 would also provide the two local transit operators – the Metropolitan Transit System and the North County Transit District – the ability to approach voters in the communities they represent with a ballot measure to raise the sales tax to fund transit projects and operations.

"The bill includes additional accountability measures, such as placing more decision-making authority in the hands of the mayors of each city, requiring annual reports are made to the state accounting for SANDAG's plans to fund public transit needs, and insisting that regional transportation plans address greenhouse gas reduction rules and the needs of disadvantaged communities. With billions of dollars of taxpayer money are at stake, as well as the work commutes and public health of San Diegans, we need to strengthen the checks and balances of the people. SANDAG is not going to fix itself though, and so since it was created in state statute, we should be able to use our power to help fix it through state statute. "

- 4) **Arguments in Support.** Bike San Diego argues that SANDAG"...is broken. It is failing our community, our citizens and our region...Their regional transportation plan is under litigation for failing to meet state climate targets. And, the community's repeated requests for equitable, healthier transportation options have been ignored and met with cold proposals to continue widening freeways in some of our most vulnerable neighborhoods, low-income and communities of color already devastated by pollution. Finally, we recently learned SANDAG deceived voters about Measure A, lying to the public about the money it would raise for local transportation projects." The California Environmental Justice Alliance and Environmental Health Coalition state, "This scandal is just an example of the larger problem. The funding and management of San Diego's transportation resources are controlled by an obscure agency that has very little direct accountability to the public. Votes at SANDAG and transit boards are not proportionate to the populations of the communities whose voices on transportation uses are delegated to these agencies. Further, the management of SANDAG resources lacks the proper checks-and-balances of an agency responsible for billions of dollars in funding." Bike San Diego states that this bill"...will bring much-needed reform, accountability, and democracy to SANDAG. It will also empower [MTS and NCTD] to pursue their own voter funding for public transit. Allowing MTS and NCTD to levy taxes is

a more strategic way to serve regional transportation needs as both agencies exclusively focus on transit and operations."

- 5) **Arguments in Opposition.** The City of San Marcos argues, "The City is opposed to the weighted voting process required by AB 805, since it would shift the agencies from requiring cooperation from all cities to instead concentrating the power of SANDAG and NCTD boards to the largest cities. Since those larger cities may vote in their best interests and will not need to seek cooperation from other parts of the county, a majority of cities could easily be left out of important transportation and regional planning decisions that affect all of us." The City of Poway argues, "With the proposed voting changes, AB 805 would supplant regional cooperation with urban domination by giving San Diego and Chula Vista an unfair advantage in votes...The regional voice is lost when you give the largest cities the ability to control the organizations' agendas. The current voting system, which requires a majority of tally votes and weighted votes for approval of any item, is far more equitable and reflective of the fact that, while member jurisdictions vary in population, some smaller jurisdictions contribute a disproportionately high level of TransNet sales tax dollars. The current voting structure at SANDAG and MTS is effective and ensures that all member agency voices and votes count. Additionally we are opposed to your bill because it would usurp local decision-making authority by mandating which member of each City Council shall serve on the board of directors of each agency."
- 6) **Double-Referral.** This bill is double referred to the Transportation Committee.

## REGISTERED SUPPORT / OPPOSITION:

### Support

American Federation of Teachers Guild, Local 1931  
 Association of Local Government Auditors  
 Bike San Diego  
 California Environmental Justice Alliance  
 California Nurses Association  
 Cleveland National Forest Foundation  
 Climate Action Campaign  
 Coastal Environmental Rights Foundation  
 Environmental Center of San Diego  
 Environmental Health Coalition  
 International Brotherhood of Electrical Workers, Local 569  
 National Nurses United  
 Roberto C. Alcantar and Nora E. Vargas, Governing Board Members,  
 Southwestern Community College  
 San Diego 350  
 San Diego County Building & Construction Trades Council  
 Preserve Calavera

**Opposition**

California Taxpayers Association  
Cities of El Cajon, National City, Poway, San Marcos, Solana Beach, and Vista  
Howard Jarvis Taxpayers Association  
San Diego County Board of Supervisors

**Analysis Prepared by:** Misa Lennox / L. GOV. / (916) 319-3958





DEPARTMENT OF  
**FINANCE**

**RECEIVED**  
June 3, 2020  
**Commission on  
State Mandates**

**GAVIN NEWSOM • GOVERNOR**

915 L STREET ■ SACRAMENTO CA ■ 95814-3706 ■ WWW.DOF.CA.GOV

June 3, 2020

Ms. Heather Halsey  
Executive Director  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814

**Request for Extension: Test Claim 19-TC-03, SANDAG- Independent Performance Auditor**

Dear Ms. Halsey:

The Department of Finance respectfully requests a 30-day extension, from May 29, 2020 to June 28, 2020, to file comments on the above-referenced Test Claim. Due to the additional workload and logistical challenges with protective measures, such as teleworking, associated with the COVID-19 pandemic, staff has been unable to review and respond to the Claimant's test claim filings.

If you have any questions regarding this letter, please contact Chris Hill, Principal Program Budget Analyst at (916) 445-3274.

Sincerely,

*Chris Hill 4/*

ERIKA LI  
Program Budget Manager

## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 3, 2020, I served the:

- **Notice of Extension Request Approval issued June 3, 2020**
- **Department of Finance's (Finance's) Request for Extension of Time filed June 3, 2020**

*SANDAG: Independent Performance Auditor*, 19-TC-03  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 3, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick,**

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess, MGT of America**

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee, Bureau Chief, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos, State Controller's Office**

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov

**REPORT ON INDEPENDENT EXAMINATION OF MEASURE A  
REVENUE ESTIMATE COMMUNICATIONS**

By: John C. Hueston

Dated: July 31, 2017



I.	EXECUTIVE SUMMARY .....	1
A.	THE MEASURE A FORECASTING ERROR.....	1
B.	SANDAG’S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR.....	3
II.	OVERVIEW OF EXAMINATION PROCEDURES.....	4
A.	SCOPE OF WORK.....	4
B.	WITNESSES INTERVIEWED .....	4
C.	MATERIALS REVIEWED.....	5
D.	ADDITIONAL ISSUE OUTSIDE SCOPE OF WORK: THE TRANSNET SHORTFALL.....	6
III.	BACKGROUND .....	6
A.	DEFM .....	6
B.	TRANSNET.....	7
C.	MEASURE A.....	7
IV.	THE MEASURE A FORECASTING ERROR.....	7
A.	SUMMARY OF FACTS REGARDING THE MEASURE A FORECASTING ERROR.....	8
B.	FINDINGS REGARDING THE MEASURE A FORECASTING ERROR .....	25
V.	SANDAG’S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR.....	32
A.	SUMMARY OF FACTS REGARDING SANDAG’S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR.....	32
B.	FINDINGS AND RECOMMENDATIONS REGARDING SANDAG’S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR.....	37

## **I. EXECUTIVE SUMMARY**

In 2016, the Board of Directors of the San Diego Association of Governments (“SANDAG”) endorsed Measure A, which sought to establish a new half-cent sales retail sales tax for the San Diego region. The supporters of Measure A campaigned for its passage with the representation that the additional sales tax would generate roughly \$18 billion in revenue, which would be used for transportation needs throughout the region. The estimates of potential revenue from the passage of Measure A were inflated, a fact that was discovered by the press in October 2016. The following month, Measure A was defeated at the polls.

The SANDAG Board of Directors has commissioned this independent inquiry to determine which individuals within SANDAG knew that the revenue estimates were overstated, when those individuals gained that knowledge, and with whom that information was shared.

### **A. THE MEASURE A FORECASTING ERROR**

SANDAG is the San Diego region’s primary public planning, transportation, and research agency. Since its inception, SANDAG has developed its regionwide plans and projects using its Demographic and Economic Forecasting Model (“DEFM”). DEFM is a computer program that takes local, regional, and national data and generates a comprehensive forecast for the San Diego region. DEFM relies in part on third-party data to produce these forecasts. In 2004, SANDAG staff incorrectly inputted third-party data into DEFM, which caused it to forecast an inflated growth rate for regional income. This inflated regional income forecast led, in turn, to an inflated projection for taxable retail sales in the region. The inflated retail sales projection caused SANDAG to overestimate the projected revenue from the passage of Measure A (the “Measure A forecasting error”).

Approximately every three years, SANDAG uses DEFM to generate a new regional growth forecast, which consists of a regional forecast and a subregional forecast. The regional growth forecast is then used throughout the agency and for many other parts of the Regional Transportation Plan that SANDAG is required by law to adopt every four years. Each new regional growth forecast that SANDAG generates with DEFM is known as a Series. After SANDAG introduced the aggregation error into DEFM in 2004, it was first incorporated into DEFM Series 11, which SANDAG’s Board of Directors adopted on September 8, 2006. During the Series 11 regional growth forecast, no member of SANDAG’s modeling team, which is responsible for updating DEFM, noticed the aggregation error, or realized that it had inflated the growth rates for income and taxable retail sales. Nor did the expert review panel, which reviews certain parts of each DEFM update—including income—notice these problems. Indeed, despite the aggregation error, the income forecast for Series 11 was highly similar to that of Series 10.

After Series 11, a number of important personnel from the modeling team retired, and SANDAG was left with no full-time in-house personnel who could operate DEFM. SANDAG nonetheless decided to use DEFM for the Series 12 regional growth forecast. As with Series 11, no one working on Series 12 noticed that its income and taxable retail sales forecasts were unreasonably inflated. The expert review panel also did not notice. Although the Series 12 income and taxable retail sales forecasts were similar to those of Series 10 and Series 11, Series 12 was

the first Series to be projected 40 years into the future, rather than 20. The Board adopted Series 12 on February 26, 2010.

After Series 12, a lack of expertise with SANDAG caused certain staff members to recommend use of a different forecasting model. Marney Cox, the Chief Economist declined to do so, and SANDAG therefore continued to use DEFM for Series 13.

As with Series 12, no one who worked in-house full-time at SANDAG knew how to operate DEFM for Series 13. When the Series 13 DEFM update was submitted to the expert review panel, they found that the income forecast—which had been inflated by the aggregation error—was unreasonable. So the panel recommended that a part-time staff member adjust the numbers. The staff member did so, which also affected the taxable retail sales forecast, causing both to grow rapidly until 2040 and then level off. As a result, the adjustment did little to diminish the effects of the aggregation error.

After completion of the Series 13 regional forecast, two analysts working on a subsequent subregional forecast realized that the income forecast was too high to be properly allocated. But rather than go back and fix the regional income forecast, they adjusted it again only for the subregional forecast. One of the analysts wrote a set of instructions explaining their modification and asserting that the Series 13 income forecast had “known problems.”

In February 2015, SANDAG hired Dmitry Messen to update the DEFM computer program. As soon as he arrived, Messen decided that he was going to develop a new model, tentatively known as Series 14, rather than update DEFM. Several months later, in July 2015, Chief Economist Cox used the Series 13 taxable retail sales forecast to generate the projected sales tax revenue for Measure A (then known as Quality of Life), a half-cent sales tax ordinance that SANDAG planned to use for future transportation projects. Because of the aggregation error, Cox calculated that Measure A would generate \$18 billion in sales tax revenue over forty years. The next month, SANDAG hired Ray Major as Chief Economist. The plan was for Major to shadow Cox over the next year so that Major could learn how to do the job.

Major’s first important task as Chief Economist was to update the TransNet Plan of Finance. TransNet (also known as “TransNet 2”) was a half-cent sales tax that voters approved in 2004 and which ran from 2008 to 2048. While trying to update the Plan of Finance long-term forecast, Major determined that its revenue projections were unreasonably optimistic. After learning that the long-term forecast was calculated using Series 13’s taxable retail sales projections, Major began working with Messen to determine why. Messen and Major quickly determined that DEFM’s taxable retail sales forecast was based on DEFM’s income forecast, which was also connected to wage growth. Major and Messen then realized that DEFM projected that wages would grow by double the historical average. At this point, Major and Messen both felt that the taxable retail sales and income forecasts were incorrect. Although Major, Messen, and others knew that the taxable retail sales forecast was used in the Plan of Finance, it is likely that none of them realized that Cox had also used it for Measure A.

Major and others who were concerned about the income and taxable retail sales forecasts arranged a meeting with Gary Gallegos, SANDAG’s Executive Director, and Kim Kawada, SANDAG’s Chief Deputy Executive Director, in December 2015. Although the purpose of the

meeting was to discuss Messen's new Series 14 model, the presenters planned to use the problems with Series 13's income and taxable retail sales forecasts as a reason why SANDAG should abandon DEFM. During the meeting, it is very likely that slides were shown demonstrating the unrealistic income and taxable retail sales forecasts under DEFM. At the meeting, Marney Cox vociferously defended the forecasts and ultimately persuaded Gallegos and Kawada that the forecasts were reasonable. By the end of the meeting, the plan was to continue working on Messen's new model, rather than to investigate the income and taxable retail sales numbers, or abandon their use. After the meeting, in early January 2016, Major submitted the Plan of Finance using the Series 13 taxable retail sales forecast. He also learned that Cox had used the taxable retail sales forecast to calculate Measure A. However, Major did not tell Gallegos, Kawada, or others; Major has asserted that he did not speak up because he believed that Gallegos would not have trusted his opinion over Cox's.

SANDAG employees did not begin investigating the Series 13 forecasts again until October 2016. By then, Measure A was already on the November 8, 2016 ballot. After SANDAG received questions from the Voice of San Diego, Major and others renewed their investigation into the income and taxable retail sales forecasts. Although Major had known that Cox had used DEFM to calculate the Measure A revenue forecast, the others had not. However, once they learned this, they all believed that the forecast was wrong.

On October 24, 2016, the Voice of San Diego published two articles suggesting that the Measure A forecast might be overstated. At this point, Gallegos and Kawada began holding daily meetings with Cox, Major, and others. The purpose of these meetings was to discover whether there was an actual error in the Measure A forecast, since Cox still refused to agree that it could be wrong. Gallegos declined to concede an error until either Cox agreed or others discovered the source of the problem. Finally, on November 10, two days after the election at which Measure A failed to pass, staff members discovered the source: the aggregation error that had been introduced during Series 11.

## **B. SANDAG'S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR**

During our investigation into the Measure A forecasting error, we discovered several lapses in judgment in SANDAG's response to the discovery of the forecasting error. Because these flaws were closely related to the subject of our investigation, we have included them in the report.

On October 28, 2016, SANDAG held an executive team meeting, during which John Kirk, SANDAG's General Counsel, advised those in attendance that they should delete draft documents before retaining them for 60 days, otherwise they would need to keep them for two years. Although Kirk was restating SANDAG's publicly-disclosed record retention policy, his reminder, in light of recent press inquiries and anticipated requests for documents, suggested to some employees that they should delete more than just draft documents. As a result, some employees may have deleted non-draft documents related to the forecasting error.

A few days later, on November 1, 2016, Kurt Kroninger, Director of Technical Services at SANDAG, created a folder known as "Hana Tools." He then instructed all SANDAG staff investigating the Measure A forecasting error to store in Hana Tools all the documents they

generated as part of the search. Kroninger believed that all these documents were “drafts” under SANDAG Board policy and California law, and thus could be deleted within sixty days. Thus, Hana Tools was to serve as a central location where these documents could be stored and then mass deleted so they wouldn’t be released as part of a public records request. We believe that Kirk approved this use of Hana Tools. Although we have been informed that none of the documents on Hana Tools were in fact deleted, we lack forensic data to confirm this assertion.

On January 6, 2017, Ron Roberts published an editorial in the Voice of San Diego on the Measure A forecasting error. In it, he stated that SANDAG did not know before the election that DEFM could have caused the Measure A forecast to be overestimated. He also stated that when SANDAG staff became concerned about the Series 13 taxable retail sales forecast a year before the election, they did not realize that this forecast could affect TransNet. The following month, Gallegos sent a letter to the SANDAG Board in which he repeated Roberts’s claim that, a year before the election, SANDAG staff had not realized that the taxable retail forecast could affect TransNet. These cited statements were, at best, insufficiently transparent.

## **II. OVERVIEW OF EXAMINATION PROCEDURES**

### **A. SCOPE OF WORK**

On March 10, 2017, the Executive Committee of the SANDAG Board of Directors voted to form an ad hoc subcommittee to solicit and evaluate proposals from law firms to conduct an independent examination of the agency’s Measure A revenue estimate communications. On March 14, 2017, the subcommittee released a Request for Proposals, in which it identified the relevant scope of work as requesting an outside law firm to perform:

[A]n independent examination of the files, documents, emails, and all other communications related to the error in the forecasting model and determine which individuals knew that the revenue estimate was overstated, when those individuals gained that knowledge, who that information was shared with, and if it was not shared with decision makers, why.

On April 14, 2017, the SANDAG Board of Directors selected John C. Hueston, of Hueston Hennigan LLP, to conduct an independent examination of the agency’s communications regarding the revenue forecast for Measure A and deliver a report to the SANDAG Board of Directors.

### **B. WITNESSES INTERVIEWED**

In connection with our review, we interviewed the following individuals (some of them more than once), either in person or by telephone:

<b>Name</b>	<b>Title at SANDAG</b>
<b>Terry Beckhelm</b>	<b>Former Senior Research Analyst</b>
<b>Kirby Brady</b>	<b>Former Senior Research Analyst</b>
<b>Marney Cox</b>	<b>Former Chief Economist</b>

<b>Clint Daniels</b>	<b>Principal Research Analyst</b>
<b>Daniel Flyte</b>	<b>Senior Research Analyst</b>
<b>Gary Gallegos</b>	<b>Executive Director</b>
<b>David Hicks</b>	<b>Communications Manager</b>
<b>Beth Jarosz</b>	<b>Former Senior Analyst</b>
<b>Kim Kawada</b>	<b>Chief Deputy Executive Director</b>
<b>John Kirk</b>	<b>General Counsel</b>
<b>Kurt Kroninger</b>	<b>Former Director of Technical Services</b>
<b>Ray Major</b>	<b>Chief Economist and Director of Technical Services</b>
<b>Jim Miller</b>	<b>Senior Economist</b>
<b>Dmitry Messen</b>	<b>Senior Regional Models Analyst</b>
<b>Bill Mount</b>	<b>IT Manager</b>
<b>Sanchita Mukherjee</b>	<b>Former Economic Research Analyst</b>
<b>José Nuncio</b>	<b>TransNet Program Director</b>
<b>Ron Roberts</b>	<b>Chairman of the Board</b>
<b>Jeff Tayman</b>	<b>Former Director of Technical Services</b>
<b>Ed Schafer</b>	<b>Former Senior Research Analyst</b>
<b>Peter Stevens</b>	<b>Legal Counsel I</b>
<b>ShelbyTucker</b>	<b>Associate General Counsel</b>

Each witness participated in the interview process on a voluntary basis. Witnesses were free to decline to answer any question, although none ever did. We did not provide witnesses with proposed questions prior to interview.

### **C. MATERIALS REVIEWED**

In addition to witness interviews, we collected and reviewed a broad range of materials during the course of our investigation, including the following:

- Emails and Attachments: We reviewed emails and attachments sent and received between relevant individuals at SANDAG. After reviewing the initial tranche of roughly 2,700 emails released to the Voice of San Diego, we made several more requests. In total, we have received over 50,000 emails from SANDAG, and have reviewed several thousand using targeted keyword searches.

- Outlook Meetings and Appointments: We reviewed Outlook meetings and appointments that involved relevant individuals at SANDAG during 2015 and 2016.
- Hana Tools: We reviewed the contents of Hana Tools by doing targeted searches within the stored documents.
- Recent Public Records Act Requests: We reviewed the scope of recent PRA requests to determine whether we should request additional documents.
- Other Materials: We reviewed pertinent news articles and commentary, as well as documents from SANDAG on Measure A, TransNet, DEFM, the Regional Transportation Plan, and the Seven-Point Plan. We also reviewed documents provided to us by witnesses.

#### **D. ADDITIONAL ISSUE OUTSIDE SCOPE OF WORK: THE TRANSNET SHORTFALL**

In addition to the Measure A forecasting error, news organizations such as the Voice of San Diego have also raised questions about a potential \$17 billion shortfall in TransNet’s revenue forecast, caused in part by rising construction costs that SANDAG may have failed to disclose. A number of witnesses raised this issue as one of significant concern. We have not investigated this issue since it falls outside the scope of our authorized work and because TransNet was calculated using a version of DEFM that did not contain the aggregation error.

### **III. BACKGROUND**

This investigation centers on DEFM, the forecasting model that SANDAG used to generate revenue forecasts for TransNet and Measure A, SANDAG’s sales tax ordinances for funding transportation projects.

#### **A. DEFM**

DEFM is a computer-based forecasting model that SANDAG used from the late 1970s until 2016. DEFM forecasts more than 700 demographic and economic variables, such as population, housing, and labor force projections. DEFM also forecasts future rates of income and taxable retail sales. Fundamentally, DEFM is a series of simultaneous nonlinear structural equations. By feeding national, state, and local data into DEFM, SANDAG produces a forecast for the entire San Diego region. SANDAG historically relied on DEFM to provide the regional growth forecast for SANDAG’s Regional Transportation Plan (“RTP”), which SANDAG is required by law to update every four years. The regional growth forecast consists of both a regional forecast and a subregional forecast.

When conducting a new regional growth forecast, employees from SANDAG’s modeling department would gather and analyze data to update its data sets, reset the equations within DEFM, and then run the model. These “runs” would produce a regional forecast, which the modelers would analyze to ensure the projections were reasonable. After this was done, SANDAG would convene an expert panel, which would provide recommendations on the forecast, including as to

whether certain projections should be adjusted to be more reasonable. Because DEFM produces hundreds of variables, the expert panel would not review the entire forecast—only the most important variables. Their recommendations were also non-binding, as the expert panel did not have authority to veto the forecast.

Once SANDAG finalized DEFM’s regional forecast, it would present it to the SANDAG Board for approval. If the Board approved, SANDAG would then use the regional forecast data to generate a subregional forecast. The subregional forecast is based on the DEFM forecast but generated using different models. The forecasts from DEFM and the subregional models are also used in a number of other models and projections that go into the RTP, such as for transportation and land use. Ultimately, the Board must adopt the finished regional growth forecast, as well as the RTP.

Each time SANDAG updates DEFM for a new regional growth forecast, the update is referred to as a new “Series.” Series 13—the thirteenth DEFM update—was produced for the most recent RTP, which the Board adopted on October 9, 2015. SANDAG uses these Series to conduct a variety of forecasts, including the revenue forecasts for TransNet and Measure A. But although SANDAG updated the DEFM forecast roughly every four years, the actual DEFM computer program has only received a handful of updates since the 1970s, most recently in 2003. At this point, SANDAG no longer uses DEFM and is developing a forecasting model to replace it.

## **B. TRANSNET**

TransNet is a half-cent sales tax that voters approved in 2004 and which runs from 2008 to 2048. TransNet is the continuation of an earlier sales tax that ran from 1988 to 2008. The revenue from TransNet is used to fund a variety of transportation-related projects throughout the San Diego region. SANDAG forecasted that TransNet would generate roughly \$14 billion in revenue over forty years. SANDAG conducted this forecast using data from the DEFM Series 10 forecast. To help plan for current and future TransNet projects, SANDAG produces an annual “TransNet Plan of Finance.” Among other things, the Plan of Finance includes a short- and long-term sales tax revenue forecast. Although the short-term forecast is not calculated using DEFM, the long-term forecast is, at least in part. Ray Major calculated the long-term forecast for the 2015 TransNet Plan of Finance using data from DEFM Series 13’s taxable retail sales forecast.

## **C. MEASURE A**

Measure A was a half-cent sales tax, similar to TransNet, that would have run for forty years and funded transportation-related projects. SANDAG devised Measure A and projected that it would generate roughly \$18 billion in revenue. Marney Cox calculated the Measure A forecast in July of 2015 using data from DEFM Series 13’s taxable retail sales forecast. Measure A failed to pass on November 8, 2016.

## **IV. THE MEASURE A FORECASTING ERROR**

After Measure A failed to pass, SANDAG revealed that it was based on a flawed forecast and would not have generated \$18 billion in revenue. Subsequently, the Voice of San Diego released emails and other documents suggesting that SANDAG employees and executives knew that the Measure A revenue forecast was inaccurate roughly one year before the vote. This section



of the report first details all the relevant facts beginning with the cause of the forecasting error through the present day. Then it presents specific findings identifying who knew that the forecast was inaccurate, when they knew it, and what they did with that information, as well as recommendations on how to prevent the recurrence of similar problems.

## **A. SUMMARY OF FACTS REGARDING THE MEASURE A FORECASTING ERROR**

### **1. The Source Of The Forecasting Error Is Introduced Into DEFM After Series 10**

In 2003, after SANDAG completed the DEFM Series 10 update, it began looking for a new source for national forecast data, which is one of the drivers of the DEFM forecast. Previously, SANDAG had purchased its national data from IHS Global Insight, but had become concerned about its cost and accuracy. As a result, SANDAG decided in 2004 to use Moody's Economy.com as its national driver. The data that SANDAG acquired from Moody's included both historical data for San Diego as well as future projections for entire United States.

After switching to Moody's, SANDAG staff needed to prepare the data for use in DEFM. While inputting the data into a DEFM worksheet, a SANDAG staff member made what is, essentially, a copy-paste error. The purpose of the DEFM worksheet was to aggregate historical data from various industries in San Diego into DEFM's 50 economic sectors. The copy-paste error affected three of these sectors. In short, a SANDAG employee copied the annual output of one of these aggregated sectors into the annual output of one or more of the several subsectors that comprised it. As one example, the DEFM worksheet properly recorded that the San Diego food manufacturing industry's annual output in 1978 was \$262 million.<sup>1</sup> However, it then recorded that industry's 1979 output as \$3.2 billion. This was the total output for the entire San Diego manufacturing industry—of which food manufacturing was only a subsector. A similar error occurred in the two other sectors.

Because these historical errors compounded into the present day, they affected DEFM's projections. In DEFM, labor productivity, or output, is connected to income, so that if DEFM forecasts increased productivity, it will also forecast increased wages. Similarly, a higher income forecast will also lead to a higher taxable retail sales forecast. As a result, once this data was used in DEFM, it began generating overestimated income and taxable retail sales forecasts, including for Measure A.

SANDAG staff did not discover the source of these overestimated forecasts—the aggregation error—until November 10, 2016.

### **2. DEFM Series 11 Is The First To Include The Forecasting Error**

The SANDAG Board adopted the Series 11 regional growth forecast on September 8, 2006. This was the first regional growth forecast to include the aggregation error. Although the error

<sup>1</sup> **EXHIBIT 1**—SANDAG, *SR13 TRETs Model Presentation* (Jan. 2017).

overestimated Series 11's income and taxable retail sales forecast, the SANDAG modeling team never noticed.

Jeff Tayman supervised the Series 11 update as SANDAG's Director of Technical Services (an executive-level position). According to Tayman, he would always check DEFM's income variable when producing a regional growth forecast. Beth Jarosz, who worked with Tayman and later ran the DEFM update process, confirmed that income would have been checked, and said that it also would have been submitted to the expert panel for review. Based on the notes from the Series 11 expert review panel, there is no indication that it found anything wrong with the income forecast.<sup>2</sup> Tayman noted, however, that the taxable retail sales forecast received less scrutiny. Because it was so closely tied to income, if the income forecast was reasonable, then taxable retail sales was assumed to be reasonable as well. Daniel Flyte, a Senior Research Analyst at SANDAG who was present for several regional growth forecasts, said that taxable retail sales would not have been presented to the expert panel.

Witnesses gave a number of explanations for why the aggressive income and taxable retail sales forecasts didn't raise any red flags during Series 11. Multiple witnesses thought it might have been because Series 11 was only a 20-year forecast—whereas Series 12 and 13 were forty-year forecasts—so it wouldn't have been as obvious how optimistic the data was. Jarosz added that the San Diego economy was thriving at this point, which would have made the forecast seem more reasonable. And although he wasn't present during the update, Clint Daniels, Principal Research Analyst at SANDAG, pointed out that SANDAG's income and taxable retail sales forecasts have been fairly consistent from Series 10 through Series 13, even though Series 10 did not include the aggregation error.<sup>3</sup> However, Terry Beckhelm, who was responsible for running DEFM during Series 11, felt that the team overlooked the aggressive forecasts simply because they paid less attention to the regional growth forecast after Series 10. According to Beckhelm, this was because the subregional forecast became much more important than the regional due to a lack of space for the region's population growth.

### **3. SANDAG Loses Staff Expertise On DEFM After Series 11**

Another reason witnesses gave for why the aggressive forecasts were not noticed during Series 11 was because SANDAG was in the midst of losing many of its most valuable DEFM-related employees. Most notably, Tayman and Beckhelm, who were each heavily responsible for producing the regional growth forecast, both retired in 2006. At the time, Tayman had 25 years of forecasting experience at SANDAG, while Beckhelm had over thirty years of forecasting experience at SANDAG and other organizations.

During a DEFM update, Beckhelm would supervise the maintaining and running of the actual DEFM computer program. This was a challenging, time-consuming, and specialized task due to the complexity of the model and the age of the operating system, and Beckhelm was one of

<sup>2</sup> **EXHIBIT 2**—SANDAG, *Summary of Expert Review Panel Involvement in SANDAG Regional Growth Forecasts*, at 5-7.

<sup>3</sup> **EXHIBIT 3**—SANDAG, *Taxable Retail Sales Per Capita from series 10 to 13*.

the few employees at SANDAG who knew how to do it. As for Tayman, many witnesses recalled that he was intently focused on ensuring the accuracy of the forecast.

Beckhelm and others recalled that before Beckhelm left, he repeatedly warned SANDAG that continued use of DEFM required SANDAG either: (1) to find someone else who could run it; or (2) to ask Regional Economic Research, Inc. (“RER”), a company that had worked on the DEFM software, to rewrite it. Around this time, however, RER was acquired by another company, Itron, and was no longer willing to work on DEFM. And though in 2008 SANDAG did hire Daniels, who had a background in software development and city planning, Daniels did not have deep experience in demographic and economic forecasting, and had no experience with DEFM.

After Tayman retired, SANDAG initially replaced him with Kevin Murphy, who worked for a similar agency in Seattle. Although Murphy had significant experience with data analysis and modeling, he stayed for less than a year before returning to Washington. After Murphy left, Gallegos promoted Kurt Kroninger, who was then SANDAG’s IT Manager, to Director of Technical Services. Although many witnesses noted that Kroninger was a skilled IT professional, he did not have experience with DEFM or demographic and economic forecasting generally.

#### **4. DEFM’s Aggressive Income Forecast Is Not Questioned During Series 12**

The SANDAG Board adopted the Series 12 regional growth forecast on February 26, 2010. Series 12 was the first forecast that SANDAG included a 40-year projection. Although Gallegos had wanted Tayman to generate a forty-year forecast for previous regional growth forecasts, he had refused, arguing that the data wouldn’t be accurate that far into the future. However, Kroninger agreed to do it for Series 12. Even though Beckhelm had retired, he agreed to continue to work for SANDAG on a part-time basis and run DEFM for Series 12. Beckhelm said that if he hadn’t agreed, SANDAG wouldn’t have been able to complete the forecast using DEFM, since no one else knew how to operate it.

Although the aggregation error was still present in Series 12, and caused DEFM’s income and taxable retail sales forecasts to be overly optimistic, once again no one realized there was a problem. Ed Schafer, who was the project manager for Series 12, said that the income forecast would have been presented to the expert panel. Based on the expert panel’s notes, they did not question the Series 12 income forecast. When asked, Schafer could not explain why no one noticed the aggressive income or taxable retail sales forecasts. As Daniels pointed out, however, the Series 12 income and taxable retail sales forecast was consistent with Series 10—before the aggregation error was introduced.<sup>4</sup> Jarosz, who worked closely with Beckhelm on Series 12, agreed that this would likely have made the Series 12 income forecast appear more reasonable.

That said, a number of witnesses pointed out that three DEFM outputs are, for political reasons, by far the most important: population, housing and jobs. As a result, these outputs would receive much more scrutiny than others, including income. For instance, Kroninger said that during a regional growth forecast, these were the outputs he was concerned about.

<sup>4</sup> Compare **EXHIBIT 4**—SANDAG, *Real Income per Capita in 2010 \$ with EXHIBIT 5*—Beth Jarosz, *Series 13 Regional Growth Forecast*, SANDAG, at 10 (Jan. 14, 2013).

A number of witnesses also commented that during the Series 12 update, less time was spent ensuring that the forecasts were accurate. Jarosz said that she felt rushed during the update, and that the team was understaffed. Schafer agreed that after Tayman left, less time was spent checking the reasonableness of DEFM's inputs and outputs, which he felt was due in part to lack of staffing. He said that he spoke to Daniels about this. Flyte said that he would raise the understaffing issues during his annual reviews. He also felt that because Beckhelm was working remotely, the Series 12 update was of a lower quality than past regional growth forecasts. Beckhelm was more explicit: he said that the focus on accuracy disappeared after Tayman left.

Kroninger claimed that he was not satisfied with Beckhelm working only part-time on DEFM; however, he asserted that the team wasn't yet facing serious staffing problems during Series 12. Yet Kroninger also recalled that he told SANDAG senior executives on multiple occasions that they couldn't retain Beckhelm indefinitely, and would need to fashion a permanent solution. Although Gallegos knew that Beckhelm was continuing to work part-time, he believed that SANDAG was training staff members to replace him.

## **5. SANDAG'S Staffing Problems Worsen After Series 12**

While working closely with Beckhelm on Series 12, Jarosz had learned how to run DEFM. As a result, Daniels and Kroninger had planned for her to manage the regional growth forecast for Series 13. However, in December 2010, Jarosz moved to Florida for family reasons.

Once Jarosz departed, Kroninger said he frequently expressed to Gallegos and others that SANDAG required more than one person to replace Jarosz. According to Kroninger, he and Daniels tried several times to hire new employees, but were unable to find a satisfactory candidate. Kroninger also said that although Jarosz had been training Kirby Brady, who had come to SANDAG as an intern in 2009, she did not yet have the experience or in-depth knowledge of DEFM to replace Jarosz.

Gallegos denied receiving notice that SANDAG staff lacked expertise regarding DEFM. Gallegos believed that Kroninger felt Brady was ready to replace Jarosz as the person in charge of the regional growth forecast, although he wasn't sure if this meant she was also expected to run DEFM. Gallegos said that he had asked Kroninger whether Brady was ready, and was relying on Kroninger to inform him of issues. Renee Wasmund, who was the Chief Deputy Executive Director at the time, said that she never heard concerns about the regional growth forecast being understaffed. In response, Daniels said that he was certain that Gallegos and Wasmund knew that there were serious issues regarding lack of personnel and expertise on DEFM at the time. But he also said he had reason to believe that some of the concerns he raised to Kroninger were not elevated to Gallegos or his chief deputies—first Wasmund and then later Kim Kawada.

## **6. SANDAG Continues To Use DEFM For Series 13**

In 2011, Daniels made a strong push for moving away from DEFM. He said this was necessary because Beckhelm would often complain that they didn't have enough people on the team, was increasingly less interested in working part-time, and Jarosz was living in Florida. So Daniels spoke with Gallegos about transitioning from DEFM and instead purchasing a third-party forecasting model, such as REMI, for Series 13. According to Daniels, using REMI would give

them more flexibility to hire an economist or demographer with REMI experience, since the model was broadly used. Daniels said that Gallegos told him to coordinate with Marney Cox, SANDAG's Chief Economist (an executive-level position), to come up with a plan.

Cox had a very long tenure at SANDAG, and witnesses frequently described him as possessing a great deal of influence over staff and other executives. In particular, a number of witnesses commented that Gallegos relied heavily on Cox's opinion, and would often listen to him over others. In addition, a number of witnesses described Cox as having been closely involved with the early development of DEFM, and said he couldn't accept criticism of the model. But while Cox had run DEFM through the 1980s, he had become increasingly less involved with it over the years.

At the meeting with Cox, Daniels said that he told him how understaffed they were on the regional growth forecast, that Beckhelm no longer wanted to work part-time, and that Jarosz was living in Florida.<sup>5</sup> As a result, Daniels said, they should no longer use DEFM. But Cox disagreed. Daniels said that after the meeting, Cox told Gallegos that they shouldn't switch away from DEFM, and Gallegos sided with Cox.

For his part, Cox remembered continuous tension at SANDAG about whether they should abandon DEFM. And he acknowledged that when the issue came up, he would say, in no uncertain terms, that they needed to stick with DEFM, rather than rely on a third-party model that they couldn't control. Similarly, Gallegos said that it was SANDAG's legacy to produce its own model, which it knows and understands. Schafer and Jarosz also recalled the debates over REMI, but explained that switching to it would have presented its own problems, for example it was much less flexible, and so was less capable of being tailored to the San Diego region.

## **7. Jarosz Manages The Series 13 Regional Forecast From Florida**

By 2012, SANDAG had been unable to replace Jarosz and had decided to use DEFM for the Series 13 regional growth forecast, which it needed to complete as part of the latest RTP. As a result, Jarosz ended up in charge of the Series 13 DEFM update even though she was living in Florida and working as a professor at the same time. Jarosz said that although she wanted to run the forecast, she also knew that SANDAG needed her because it had no one else in-house who could do it. Daniels, Schaefer, and Kroninger all agreed that they had no choice but to rely on Jarosz to get the forecast done. Nonetheless, they each expressed discomfort with the situation. Schafer in particular mentioned that one of the big issues with Jarosz in Florida was that there was less collaboration and sharing of information.

Jarosz ended up completing most of the work on the regional forecast independently. She said that during the update, she continued to be concerned about a lack of staffing, particularly for the accuracy checks. Jarosz said that the only people quality-controlling DEFM were her, Beckhelm, and Brady. In comparison, she said that in the past there would have been at least five people working on a regional forecast, which other witnesses confirmed. However, when asked

<sup>5</sup> **EXHIBIT 6**—Outlook Appointment from Clint Daniels, Principal Research Analyst, SANDAG, to Kurt Kroninger, Former Director of Technological Services, SANDAG, and Marney Cox, Former Chief Economist, SANDAG (Sept. 7, 2011, 11:00 PST).

about working with Jarosz, Brady said that she had not worked on the Series 13 regional forecast at all, and Beckhelm said that he mostly worked on the subregional forecast.

## **8. Jarosz Adjusts The Series 13 Income Forecast In Response To The Expert Panel's Recommendation**

When Jarosz presented the Series 13 regional forecast to the members of the expert panel, they recommended that she adjust the income forecast “to correct for compounding growth in the latter years of the forecast.”<sup>6</sup> Tayman served on the Series 13 expert panel and remembers that the income forecast looked much too aggressive at the time. Jarosz thought that the reason the expert panel became concerned with the Series 13 income forecast (but said nothing about the Series 12 income forecast which was just as optimistic) was because by Series 13 the recession had already lasted for several years.<sup>7</sup> Thus, the forecast may have seemed less reasonable.

In response to the expert panel's recommendation, Jarosz “updated the income model by capping growth rates in output by sector.”<sup>8</sup> In other words, she reduced DEFM's labor productivity forecasts starting at the year 2040. Because productivity affects income, these caps caused the Series 13 income forecast to level off at 2040 as well.<sup>9</sup> They also caused Series 13's taxable retail sales forecast to level off.<sup>10</sup> Jarosz said that the methodology she used was called “trend extrapolation,” and entailed determining the average annual growth rate from the past and applying it to the future. Jarosz couldn't remember why she made the adjustment at the year 2040, but said she would have discussed with the expert panel where to make the adjustment and by how much. Tayman and Jarosz both said that it's common to make adjustments to a forecast so that it will be more reasonable, especially late in a forecast when one may not have time to investigate the source of the problem. Tayman felt, however, that Jarosz should have adjusted the forecast closer to the present date so that it would be closer to the U.S. income forecast.<sup>11</sup> Tayman also said that when such an adjustment is made, it's important to determine why the original forecast was unreasonable.

Jarosz believes that, at the time, she would have considered investigating the source of the aggressive income forecast, but would have been unable to because of inadequate staffing. And she said that she and others would have felt comfortable with the adjustment, since the Series 13 forecast was in line with past income forecasts, including Series 10. Daniels agreed with this point, and also said that updating the DEFM model was extremely time-consuming, since it would frequently break. As a result, if some aspect of the forecast didn't seem like a major problem, they wouldn't investigate it.

<sup>6</sup> **EXHIBIT 2**—SANDAG, *supra* note 2, at 11.

<sup>7</sup> **EXHIBIT 5**—Beth Jarosz, *supra* note 4, at 10.

<sup>8</sup> **EXHIBIT 2**—SANDAG, *supra* note 2, at 11; **EXHIBIT 7**—SANDAG, *SD Output per Worker by Industry*.

<sup>9</sup> **EXHIBIT 5**—Beth Jarosz, *supra* note 4, at 10.

<sup>10</sup> *Id.* at 11–12.

<sup>11</sup> *Id.* at 10.

Jarosz said that she would have shown the adjustment to SANDAG executives, including Gallegos and Cox. And in fact, she did create a presentation to the “SANDAG Executive Team,” which contained slides showing how she capped the Series 13 income forecast.<sup>12</sup> Gallegos had no recollection of being shown the adjustment. And Cox, who disagreed with it, said that he didn’t learn about it until later.

## **9. Flyte And Brady Further Adjust The Series 13 Regional Income Forecast For The Subregional Models**

Jarosz severed her relationship with SANDAG in February of 2013. She said that she departed both because she would not be returning to San Diego and because of the staffing and quality control issues on DEFM. Jarosz said she told Gallegos about her concerns during her exit interview.

After Jarosz left, Brady and Flyte were responsible for completing Series 13’s subregional forecast. Beckhelm helped as well, although only part-time. The subregional forecast is based on the DEFM regional forecast data. As Schafer described it, the subregional forecast allocates the results of the regional forecast throughout the many jurisdictions that comprise the region. While working on the subregional forecast, Brady realized that DEFM’s Series 13 regional income forecast—which Jarosz had already adjusted once—was still too high to be properly allocated. She then worked with Flyte, who devised a method of reducing the regional income forecast for use in the subregional forecast. However, neither Brady nor Flyte went back and readjusted the DEFM regional income forecast or investigated why it was so high. As a result, the subregional income forecast was different than the DEFM Series 13 regional income forecast. At Brady’s urging, Flyte later documented what they had done in Confluence, an internal database SANDAG staff uses to store information about SANDAG’s various modeling tools.<sup>13</sup>

On the Confluence page, Flyte wrote:

The [Series 13] income distribution from DEFM has known problems, and is therefore not used as a control. Upon staff review, it was determined that the real household median income target is much higher than would be expected.<sup>14</sup>

Flyte said that when he adjusted the subregional income forecast, he was not aware that Jarosz had already capped the regional income forecast. Although Brady attended the expert panel that recommended that Jarosz adjust the regional income forecast, she had no memory of this recommendation. Flyte claimed that it hadn’t occurred to him to investigate or adjust the regional forecast since neither he nor Brady was responsible for the regional forecast. Nor, he said, would they have known how to do so, since they weren’t competent with DEFM. He also said that they were under a tight deadline to complete the subregional forecast. Brady agreed that they were under a tight deadline, and said that since the regional forecast had already been completed, it was

<sup>12</sup> **EXHIBIT 5**—Beth Jarosz, *supra* note 4.

<sup>13</sup> **EXHIBIT 8**—Daniel Flyte, *Income Calibration and Tuning*, SANDAG (Oct. 17, 2014).

<sup>14</sup>*Id.* at 1.

too late go back and fix it. Brady also said that, at this point, they didn't know there was an actual flaw in the regional income forecast.

Although Flyte said that Daniels had instructed them to inspect the subregional income forecast and was aware of the adjustment, Daniels disagreed. Daniels admitted that he was unsure whether he had asked Flyte and Brady to look into the forecast. But he was certain that Flyte and Brady never told him that they had adjusted the subregional income forecast in this manner. Daniels said he didn't learn about it or see the Confluence page until November 2016, when he and others were trying to find the source of the Measure A forecasting error. Daniels said that had he known about the adjustment at the time it was made, he would have made sure that the regional forecast was updated. When asked about the situation, Tayman felt similarly to Daniels: that at this point, the SANDAG team should have gone back and fixed the regional forecast.

Although Cox used the Series 13 regional taxable retail sales forecast—which is directly connected to the regional income forecast—for projects including the TransNet Plan of Finance and the Measure A revenue forecast, no one ever told him that Flyte and Brady readjusted income for the subregional forecast. Flyte said he never told Cox because he didn't know who within SANDAG used the income or taxable retail sales forecasts. Had he known, he said he would have told them what he had done. Flyte also acknowledged that Kroninger was unaware of the adjustment.

## **10. Cox Calculates The Measure A Revenue Forecast In July 2015**

In January of 2015, Cox emailed Daniels and asked for the taxable retail sales forecast from DEFM Series 13, which Daniels provided.<sup>15</sup> At the time, Daniels did not know why Cox wanted the data, and he never asked. In fact, many witnesses said that Cox was highly independent at SANDAG, such that staff members within SANDAG's modeling group, which was responsible for updating DEFM (among other models), wouldn't necessarily know how or if Cox was using the DEFM forecast data. Cox himself agreed with this. Cox also said, however, that he frequently had difficulty obtaining data from the modeling group. Ray Major, who became Chief Economist after Cox, had the same issue.

Looking back, Daniels now believes that, given the timing of Cox's request, it was likely that he wanted to use this data to calculate the revenue forecast for Measure A, which was then known as "Quality of Life" or "QoL." Cox did ultimately use the Series 13 taxable retail sales forecast to calculate the \$18 billion Measure A revenue forecast, most likely in July of 2015.<sup>16</sup> When asked about it, he said that he was not trying to reach a particular target when he produced the forecast—he just ran the numbers and ended up with \$18 billion. Kawada and Gallegos agreed

<sup>15</sup> **EXHIBIT 9**—E-mail from Marney Cox, Former Chief Economist, SANDAG, to Clint Daniels, Principal Research Analyst, SANDAG, at 1 (Jan. 21, 2015, 10:52 PST).

<sup>16</sup> **EXHIBIT 10**—SANDAG, *2015-07 QoL Sales Tax revenue forecasts from Marney - jnu* (Jul. 16, 2015) (stored internally in M:\Planning\Quality of Life Measure\2015 Q of L\2015 QoL Finance\2015-07 QoL Sales Tax revenue forecasts from Marney - jnu.xlsx). Column G shows how Measure A's \$18 billion projected retail sales revenue was calculated. *Id.*



that they didn't have a target revenue goal ahead of time; it was only after Cox conducted the forecast that they started evaluating what projects they could build.

## **11. SANDAG Hires Ray Major And Dmitry Messen**

In February 2015, SANDAG hired Dmitry Messen to modernize the DEFM model. Messen had previously run an economic modeling department at a public agency in Houston. According to Gallegos, the plan was to update SANDAG's forecasting model in time for Series 14. Messen said that from when he was first hired, he believed that DEFM was not an ideal model for San Diego because it was driven by econometrics, rather than demographics. Flyte, who worked closely with Messen, said that he also wanted to make a much simpler model than DEFM, which involved 700 hundred variables, many of which weren't used and only a handful of which were important. As a result, Messen decided to build a totally new, demographically-based model, rather than update DEFM. Messen knew that Cox was heavily invested in DEFM and would not agree with the direction in which he was taking the model, so he shared his ideas very gently in a meeting with Cox and Flyte a few months after Messen began.

In August 2015, SANDAG hired Major to replace Cox as Chief Economist. The plan was for Major to shadow Cox for a period of time so that he could learn how to take over Cox's responsibilities. Major said that from the moment he was hired, he was aware that Gallegos and Cox were concerned about switching to a demographic-based forecasting model and wanted him to be involved in the process.

## **12. SANDAG Staff Conclude That The DEFM Series 13 Taxable Retail Sales Forecast Is Unreasonable**

After Major arrived at SANDAG, his first substantial project was updating the TransNet Plan of Finance for 2015. The Plan of Finance is an annual public report on the TransNet sales tax measure, and contains a short- and long-term forecast of TransNet's revenue collection. The short-term forecast, which only projects five years into the future, is not based on DEFM. However, the long-term forecast is based, at least in part, on DEFM's taxable retail sales forecast, and the further it projects into the future, the more heavily it is affected by that forecast. At first, Major didn't understand how the long-term Plan of Finance forecast was calculated, but he knew it was based on DEFM, so he began looking into the Series 13 taxable retail sales forecast. Once he did so, Major became concerned that it was projecting an unrealistically high level of taxable retail sales revenue. He then asked Messen to look into the problem.

In response, Messen began emailing Major his findings. On November 13, Messen emailed Major a number of graphs demonstrating the connection between the Series 13 taxable retail sales forecast and its wage and income forecasts.<sup>17</sup> On November 20, Messen emailed Major an explanation of how, in the new model he was developing, increased personal money income causes increased taxable retail sales revenue.<sup>18</sup> He further explained that increased income comes

<sup>17</sup> **EXHIBIT 11**—E-mail from Dmitry Messen, Senior Regional Models Analyst, SANDAG, to Ray Major, Chief Economist, SANDAG (Nov. 13, 2015, 10:46 PST).

<sup>18</sup> **EXHIBIT 12**—E-mail from Dmitry Messen, Senior Regional Models Analyst, SANDAG, to Ray Major, Chief Economist, SANDAG, at 1 (Nov. 20, 2015, 08:44 PST).

from, among other things, an increase in the average wage. This began a conversation between Major and Messen that concluded with Major realizing that Series 13 was forecasting a wage growth rate of roughly twice the historical average. Major was concerned, and responded first “OMG” and then “WTF” to this information. When asked about the emails, Major said that at this point he was already very uncomfortable with the numbers coming out of DEFM. Messen also acknowledged that the forecast presented a significant discrepancy that he found problematic.

Major and Messen continued to meet to determine, in Major’s words, “how defm calculated series 13 [t]axable retail sales and why it is so aggressive.”<sup>19</sup> Others, including Daniels, Flyte, and Senior Economist Jim Miller became involved in or at least aware of the investigation. By the time that Major emailed Messen and Flyte on November 24, asking them a question regarding the “suspect variables,” Major, Messen, and Flyte each recalled that they already believed that the Series 13 income and taxable retail sales forecasts were unreasonable.<sup>20</sup> Ultimately, Major decided that the aggressive forecasts needed to be shown to SANDAG’s executives, including Gallegos and Kawada. After speaking with Messen, Daniels agreed that the executives needed to be informed, because if DEFM was producing an inaccurate forecast, it could cause a number of problems. But Daniels also felt that this was another opportunity to inform the executives that DEFM was no longer serving SANDAG well.

Thus, after speaking with Kroninger—Daniels’s boss—Daniels emailed Gallegos’s assistant, Tessa Lero, and asked her to set up a meeting in December to update Gallegos and Kawada on Messen’s new model, which Daniels termed “the DEFM re-build.”<sup>21</sup> In the email, Daniels listed Cox as “optional” because he knew that Cox strongly disagreed with the direction in which he and Messen were taking the model. In line with Daniels’s email, most witnesses recalled that the main purpose of the December meeting was to update executives on their progress with the new model, not to simply inform them of DEFM’s aggressive income and taxable retail sales forecasts. Instead, these were to be presented as a reason to abandon DEFM.

### **13. SANDAG Staff Prepare For The DEFM Update Presentation**

In preparation for the meeting with Gallegos and Kawada, Major, Messen, Flyte, Miller, and Daniels held a number of pre-meetings. By this point, Major had spoken with Cox about the aggressive income and taxable retail sales forecasts, and Cox completely disagreed that the forecasts were inaccurate. Major recalled that once Cox confirmed that the equations within DEFM were still correct, Cox asserted unequivocally that the forecast was reasonable. Thus, Major said that if they didn’t come to the meeting with proof, they would not be able to out-argue Cox, given his stature at SANDAG and influence with the other executives.

<sup>19</sup> **EXHIBIT 13**—E-mail from Ray Major, Chief Economist, SANDAG, to Dmitry Messen, Senior Regional Models Analyst, SANDAG (Nov. 23, 2015, 07:33 PST).

<sup>20</sup> **EXHIBIT 14**—E-mail from Ray Major, Chief Economist, SANDAG, to Dmitry Messen, Senior Regional Models Analyst, SANDAG, and Daniel Flyte, Senior Research Analyst, SANDAG (Nov. 24, 2015, 06:49 PST).

<sup>21</sup> **EXHIBIT 15**—E-mail from Clint Daniels, Principal Research Analyst, SANDAG, to Tessa Lero, Assistant to Gary Gallegos, SANDAG, and Kurt Kroninger, Former Director of Technical Services, SANDAG (Nov. 30, 2015, 09:23 PST).

Witnesses generally agreed that, during the leadup to the meeting, they believed that the cause of the high income and taxable retail sales forecasts was the data SANDAG had acquired from Moody's Economy.com. The reasons were twofold: first, the Moody's definition of income included non-money sources, such as the value of one's home; and second, DEFM's aggressive wage growth forecast was based on a similarly aggressive Moody's forecast. But regardless of the source of the problem, by this time Major, Messen, Flyte, Kroninger, Daniels, and Miller all admitted that, in one way or another, they believed that the forecasts were wrong. Although none of them knew that Cox had used the taxable retail sales forecast to calculate Measure A's projected revenue, they were all generally aware that this forecast was used in the TransNet Plan of Finance, even though many of them didn't know exactly how.

Witnesses gave similar answers when we asked them how they didn't yet realize that the Measure A forecast was calculated with DEFM. First, although several witnesses had by then already heard of Measure A (or, more accurately, Quality of Life), they were not actively working on it, and so it was not at the forefront of their minds. Second, witnesses generally said that they weren't aware of the actual \$18 billion Measure A revenue forecast until SANDAG announced it in 2016.

#### **14. Daniels And Messen Fail To Persuade Gallegos, Kawada, And Cox That The Income And Taxable Retail Sales Forecasts Are Unreasonable**

The DEFM update presentation took place on December 14, 2015.<sup>22</sup> Gallegos, Kawada, Major, Messen, Daniels, Kroninger, and Cox all attended. Messen and Daniels presented, and Messen developed the slideshow and wrote the notes on the slides. Recollections vary regarding other meeting details.

Daniels showed four particular slides during the meeting:

- (1) "Taxable Retail Sales Per Capita," which shows that Series 13 projects that per capita taxable retail sales revenue will rise far above the historical record of \$18,000 before being capped at around 2040.<sup>23</sup> A note at the bottom reads: "Very hard to explain this one. Must be a drastic increase in income."
- (2) "Total Income Per Capita," which shows income rising far above historical levels before being capped at around 2040.<sup>24</sup> A note at the bottom reads: "Yes, very positive income outlook."
- (3) "Projected TransNet Revenues," which shows that according to the Plan of Finance forecast, by 2048 TransNet will have collected more sales tax revenue in total than it would have even if it collected \$18,000 (the historical record) per person per year.<sup>25</sup>

<sup>22</sup> **EXHIBIT 16**—Outlook Appointment from Tessa Lero, Assistant to Gary Gallegos, SANDAG, to Gary Gallegos, Executive Director, SANDAG, et al. (Dec. 14, 2015, 16:00 PST).

<sup>23</sup> **EXHIBIT 17**—SANDAG, *Taxable Retail Sales Per Capita*, at 1 (3 in the original).

<sup>24</sup> *Id.* at 2 (4 in the original).

<sup>25</sup> **EXHIBIT 17**—SANDAG, *supra* note 22, at 3 (14 in the original).

- (4) “Taxable Retail Sales,” which shows that Series 13 forecasts that taxable retail sales revenue will rise far higher than a rate of \$18,000 per person per year.<sup>26</sup>

Daniels recalled that he spent most of the meeting arguing with Cox over whether the forecast shown on the “Taxable Retail Sales Per Capita” slide was reasonable, with Cox arguing that it was. Daniels said that he was trying to persuade Gallegos and the other executives that the data did not support Cox’s argument. Daniels recalled that Cox may have said at this meeting that “I guess I’m just more optimistic about the future of San Diego than you are.” Several others also remember Cox saying something along these lines, although they weren’t sure whether it was at this meeting. In addition, Daniels remembered that they discussed the TransNet Plan of Finance revenue forecast. Most significantly, Daniels specifically remembered that Cox assured those present that he had not used the Series 13 taxable retail sales forecast in the Measure A revenue forecast. Daniels said that because of Cox’s assurance, and because SANDAG was retiring DEFM, they decided at the end of the meeting to stop investigating the Series 13 taxable retail sales and income forecasts and to continue working on Messen’s model.

Kawada recalled that there was actually more than one meeting. She believed that at the December 14, 2015 meeting, the discussion had mainly been about Messen’s new model, and that the aggressive forecast was mentioned only briefly at the end. At this meeting, she remembered there being a heated discussion between Cox and Daniels about Messen’s decision to stop using DEFM, and she also remembered that she and Gallegos interceded and said they wouldn’t yet agree to Messen’s proposed update. Kawada thought that the second meeting took place roughly a month or two later, and that while it was again about Messen’s update—since they hadn’t been able to reach a decision during the first meeting—there was more discussion about the aggressive Series 13 forecast. Kawada recalled seeing the “Taxable Retail Sales Per Capita” slide at the second meeting, and said that Cox argued that it presented a reasonable forecast. Kawada said Cox argued that the growth rate in the slide had occurred before and could occur again, and that it was still early enough in the forecast that others couldn’t prove it wouldn’t happen. She also remembered that they discussed how the aggressive forecasts had been “capped” during Series 13 on the recommendation of the expert panel, which concerned her. Kawada remembered that they discussed how the forecast could affect the Plan of Finance, but she does not recall Measure A ever being mentioned. She did recall Cox saying that he could achieve the same growth forecast without using DEFM, which convinced her that they didn’t need to change the forecast, especially since they were already rebuilding the model. Ultimately, Kawada said, she had felt that she could rely on Cox’s arguments despite the evidence to the contrary, since he had been valuable in explaining economic issues in the past and there was no reason to question him.

Gallegos’s only recollection of the meeting was that it involved a discussion about whether to switch from DEFM’s econometric-driven forecasting model to Messen’s demographic-driven model. He did not remember seeing any of the slides during the meeting, and did not remember the income or taxable retail sales forecasts being discussed. Gallegos did acknowledge that he knew DEFM played a role in calculating the Plan of Finance, but he didn’t know exactly how.

Major recalled that he was disappointed that the meeting was more focused on Messen’s new model than it was about the Series 13 income and taxable retail sales forecasts. He also said

<sup>26</sup> *Id.* at 4 (10 in the original).

he wasn't certain which slides were shown, or whether they discussed the taxable retail sales forecast. But he was positive that they discussed the income forecast—albeit in the context of moving away from DEFM. Major disagreed with Kawada that there was a second meeting in the months after December 2015; he said that they didn't meet about the aggressive forecasts again until October 2016. Major also remembered that Cox had said that he could reach the forecast results without using DEFM, but he doesn't remember him ever saying that he didn't use DEFM to calculate the Measure A forecast. Major said that at the end of the meeting, there was essentially a group decision to continue working on Messen's update, and that no order was given to keep investigating the Series 13 forecasts. Finally, Major said it was reasonable that Gallegos might have little recollection of the meeting, as it would not have been a significant event given his other responsibilities.

Kroninger recalled that during the meeting, Cox had argued that the income and taxable retail sales forecasts were reasonable, as was the Plan of Finance, and that the only reason they were aggressive was because they were based on Moody's data—which itself was aggressive. Cox argued that Moody's was a reliable source, so the results of the forecast were sound. Further, Kroninger recalls that Cox argued that he would perform his own quality control on the Plan of Finance, ensuring its accuracy. Kroninger said that Gallegos was confident in Cox and was persuaded by his arguments. As a result, Kroninger said, Gallegos essentially told them to come up with a plan on their own, and did not order them to fix or further investigate the Series 13 forecasts. Kroninger recalled that at the end of the meeting, all present agreed that they should focus on completing the model for the next forecast. He said that this was a reasonable plan, since it would have been unusual to change an already-completed regional growth forecast. However, he also said that this was the first time he was aware of a fundamental DEFM output being called into question.

Messen recalled that at the meeting they did discuss the "Taxable Retail Sales Per Capita," "Total Income Per Capita," and "Taxable Retail Sales" slides. He also said that he asked Cox whether the taxable retail sales forecast could affect the Plan of Finance, and Cox told him that he didn't use DEFM to calculate the Plan of Finance. Messen acknowledged, however, that he couldn't be sure if he had asked Cox about the Plan of Finance or about Measure A. Flyte, who was not at the meeting but was closely involved in preparing for it, said he heard from multiple people afterwards that Cox had said DEFM is not used for any downstream forecast.

When asked about the meeting, Cox recalled that he was deeply opposed to the direction in which Messen was taking the new model. He felt that it was too simplistic, and that they should be updating DEFM rather than creating a new model. Cox didn't recall anyone asking whether the income or taxable retail sales forecasts could affect TransNet or Measure A. And Cox agreed that he would have argued that the forecasts were reasonable at the meeting, and that he could achieve them without using DEFM. He said that he never would have stated that DEFM wasn't used to calculate the Measure A forecast, and that if he said that DEFM wasn't used in the Plan of Finance, he would have only been referring to the short-term Plan of Finance. Like Kawada, Cox also thought that there might have been a second meeting.<sup>27</sup>

<sup>27</sup> After the interview, Kawada told us that she had been unable to locate a second meeting on her calendar. We have gone through SANDAG Outlook calendars for January, February, and March of 2016, spoken with the participants of any relevant meeting we found, and could not find a

Major, Flyte, Daniels and others confirmed that, as a result of the meeting, they did not continue investigating the aggressive Series 13 forecasts until October of 2016.

#### **15. Major Uses The Series 13 Taxable Retail Sales Forecast For The 2015 Plan Of Finance**

After the December presentation, Major finished the 2015 Plan of Finance, which was scheduled for Board approval in February 2016.<sup>28</sup> On January 5, 2016, José Nuncio, TransNet Department Director, asked Major whether he had “received the green light to start using the revised TransNet long term forecast?”<sup>29</sup> Major told us that he had been hoping to use Series 14 for the Plan of Finance since he believed the Series 13 taxable sales forecast was unreasonable. But because Series 14 wasn’t ready, he continued to use Series 13. As a result, when Major submitted the Plan of Finance in early 2016, he used the Series 13 taxable retail sales forecast to calculate the Plan of Finance’s long-term forecast.

Major felt that he had no choice. He said that, at this point, he was still heavily relying on Cox to train him as Chief Economist. And he knew that Cox would not agree to change the Plan of Finance forecast since he believed that the Series 13 taxable retail sales forecast was reasonable. According to Major, Cox was not someone he could challenge at SANDAG. Major also said that if he didn’t use Series 13 for the Plan of Finance, he would be calling into question SANDAG’s 2015 RTP—which the Board had approved—since it included the taxable retail sales forecast. When asked why he didn’t speak to Gallegos about this, Major said that he hadn’t yet gained Gallegos’s trust so he wouldn’t have listened to him. Other witnesses stated that it took a long time before Gallegos trusted Major’s opinion.

#### **16. Major Learns That Cox Used The Series 13 Taxable Retail Sales Forecast For Measure A**

On January 8, 2016, Nuncio emailed Major the spreadsheet that Cox used to calculate the Measure A \$18 billion revenue forecast.<sup>30</sup> Major then forwarded it to Cox and asked “[w]hat is

second meeting that fit Kawada’s description. Kawada noted that the meeting took place in Conference Room 8B, and that Messen was not present for the second meeting, because he was picking his son up from the airport. Messen said that this event actually occurred on December 20, 2016, so we believe that Kawada was referring to the meeting described in **EXHIBIT 18**, at which Daniels presented Messen’s updated model. **EXHIBIT 18**—SANDAG, *Update on Series 14 Regional Growth Forecast Methods* (Dec. 20, 2016). As for Cox’s recollection of a second meeting, given his description of what occurred after that meeting—namely, a forensic investigation of the Series 13 forecasts—it seems more likely that he was referring to one of the meetings that took place in October 2016.

<sup>28</sup> **EXHIBIT 19**—SANDAG, *Executive Team Meeting Agenda*, at 2 (Jan. 11, 2016).

<sup>29</sup> **EXHIBIT 20**—E-mail from Jose Nuncio, TransNet Program Director, SANDAG, to Ray Major, Chief Economist, SANDAG, at 1 (Jan. 5, 2016, 15:14 PST).

<sup>30</sup> **EXHIBIT 21**—E-mail from Jose Nuncio, TransNet Program Director, SANDAG, to Ray Major, Chief Economist, SANDAG (Jan. 8, 2016, 09:51 PST).

the source of the population and taxable retail[] numbers in this spreadsheet.” Neither Nuncio nor Major could remember exactly why Major had asked for the spreadsheet, but Major said it was probably related to his work on the Plan of Finance. He said it was not related to his investigation of the aggressive Series 13 forecasts in November and December of 2015. Major acknowledged that when he received this document, he understood that Cox had used the Series 13 taxable retail sales forecast to calculate Measure A’s \$18 billion revenue forecast. He said that the reason he was asking Cox for the source of the numbers is because DEFM is “run” more than once during a regional growth forecast—i.e. it generates more than one set of outputs before it is finalized—and Major wanted to know which run Cox used for Measure A. Major said that Cox likely responded to him in person, rather than by email, which was common. Major did not share this spreadsheet with Gallegos, Kawada, Flyte, Daniels, Messen, Miller, or Kroninger, and did not otherwise inform them that Cox had used the Series 13 taxable retail sales forecast for Measure A.

We asked Major why he didn’t tell anyone that Measure A’s \$18 billion revenue projection was based on Series 13’s taxable retail sales forecast, which he believed was unrealistic. In response, Major gave many of the same reasons listed above. He also said that there would have been no benefit to telling Gallegos and Kawada. At this point, he had no data to back up his belief that the forecast was wrong, only his professional opinion. Therefore, according to Major, it wouldn’t have made sense for Gallegos and Kawada to trust him over Cox, since Major had only worked at SANDAG since August, while Cox had worked there for decades.

#### **17. SANDAG Renews Its Investigation Into The Series 13 Forecasts In Response To Questions From The Voice Of San Diego**

On July 8, 2016, the SANDAG Board approved Measure A, placing it on the November 8, 2016 ballot. Three months later, on October 11, 2016, Andrew Keatts, a reporter for the Voice of San Diego, emailed SANDAG a number of questions about a shortfall in TransNet revenue that SANDAG disclosed in a public report.<sup>31</sup> He also asked whether there had been “any significant changes made to the revenue projection model that produced these TransNet 2 expectations, and the model used to produce Measure A’s \$18 billion expectation.”<sup>32</sup>

According to Flyte, at about the time Keatts submitted these questions, Flyte and others renewed their investigation into the source of the aggressive Series 13 forecasts. They began by reviewing their investigation from the previous year. To that end, Messen emailed Major the slides they had created for the presentation in December of 2015.<sup>33</sup> Major also emailed Daniels the spreadsheet that Cox had used to calculate the Measure A revenue forecast.<sup>34</sup> This was when

<sup>31</sup> **EXHIBIT 22**—E-mail from Andrew Keatts, Reporter, Voice of San Diego, to David Hicks, Communications Manager, SANDAG (Oct. 11, 2016, 09:30 PST).

<sup>32</sup> *Id.* at 2-3.

<sup>33</sup> **EXHIBIT 23**—E-mail from Dmitry Messen, Senior Regional Models Analyst, SANDAG, to Ray Major, Chief Economist, SANDAG, and Daniel Flyte, Senior Research Analyst, SANDAG (Oct. 18, 2016, 13:30 PST).

<sup>34</sup> **EXHIBIT 24**—E-mail from Ray Major, Chief Economist, SANDAG, to Clint Daniels, Principal Research Analyst, SANDAG (Oct. 18, 2016, 15:25 PST).

Daniels and others learned that Cox had indeed used Series 13's taxable retail sales forecast for Measure A.

Flyte said that by this point, he and others at SANDAG knew the Measure A forecast was wrong. At the time, Flyte felt that SANDAG should simply admit that it was erroneous. Flyte shared this sentiment with Major, but said that Major was still in Cox's shadow and couldn't communicate directly with Kawada and Gallegos. Daniels agreed that by this time they knew there was a problem with the Measure A forecast, even though they didn't know the source. In Daniels's opinion, they had known since December of 2015. When asked about the situation, Major said he was concerned about the Voice of San Diego's questions, because he felt that it was still unknown what had caused the income and taxable retail sales forecasts to be so aggressive. But Major also felt that they couldn't announce that the Measure A forecast was wrong until they knew for sure—and until they knew what the revenue total should have been.

On October 24, 2016, the Voice of San Diego published a pair of articles suggesting that the Measure A forecast might be inflated.<sup>35</sup> Once the articles were published, Gallegos and Kawada began holding daily meetings with Major, Daniels, Flyte, Cox, and Miller, among others, to discover whether there was an error in the forecast. Gallegos said this was because Cox continued to argue that the forecast was optimistic but acceptable, while others were saying it was wrong. Gallegos said that those in the latter camp were still arguing the forecast was wrong because it incorporated Moody's definition of income and its aggressive job growth forecast. But Gallegos said this wasn't enough for him. If the forecast really was wrong, Gallegos wanted to know for sure.

Major recalled that by this point, they were meeting for hours each morning and working all day to find the source of the error. Although he acknowledged that he didn't believe in the forecast, he knew they wouldn't be able to convince Gallegos until they found something conclusive, and would never be able to convince Cox.

Miller, although not as closely involved in the investigation, also believed that DEFM's Series 13 taxable retail sales forecasts were unreasonable. On November 3, 2016, he emailed Sanchita Mukherjee, a former Economic Research Analyst at SANDAG who was then on maternity leave.<sup>36</sup> In the email, Miller wrote that "we are pre-occupied with the recent revelation that our revenue forecasts from DEFM are insanely optimistic (for a few reasons too boring to get

<sup>35</sup> **EXHIBIT 25**—Andrew Keatts, *SANDAG's Last Tax Hike Is on Track to Fall Billions Short – and Measure A Could Too*, Voice of San Diego (Oct. 24, 2016), <http://www.voiceofsandiego.org/topics/politics/sandags-last-tax-hike-is-billions-short-and-measure-a-could-be-too/print/>; **EXHIBIT 26**—Andrew Keatts, *With Measure A, SANDAG Is Counting on San Diegans to Spend Like They've Never Spent Before*, Voice of San Diego (Oct. 24, 2016), <http://www.voiceofsandiego.org/topics/politics/with-measure-a-sandag-is-counting-on-san-diegans-to-spend-like-theyve-never-spent-before/print/>.

<sup>36</sup> **EXHIBIT 27**—E-mail from Jim Miller, Senior Economist, SANDAG, to Sanchita Mukherjee, Former Economic Research Analyst, SANDAG (Nov. 3, 2016, 13:41 PST).



into).<sup>37</sup> Miller added that he was “keeping [his] head down.”<sup>38</sup> Mukherjee responded that she would “keep [her] head down as well.”<sup>39</sup> When asked about the email, Miller said that although they had known the taxable retail sales forecasts were optimistic since December 2015, he hadn’t realized they were “insanely optimistic” until after the Voice of San Diego published its articles in October 2016. He also said that at this point, he still believed that the “reasons” the forecasts were so optimistic was because they were based on Moody’s data. Miller said that by “keeping [his] head down,” he meant that he was not speaking to the press, which he believed was based on advice from SANDAG communications staff. Mukherjee said she had only been minimally involved in the discussions over the aggressive forecasts in 2015, and felt that she couldn’t contribute to solving the problem, which was why she said she would keep her head down too.

## 18. SANDAG Discovers The Source Of The Measure A Forecasting Error

During the daily meeting on the morning of November 8, 2016—election day—Daniels gave a presentation that he believed showed clearly that there was an error in the Measure A forecast. At this point, Daniels and others had realized that the DEFM taxable retail sales forecast was based on DEFM’s labor productivity forecast, since labor productivity affects income which affects taxable retail sales. In Daniels’s presentation, the sixth slide showed the historical growth rate in productivity of the San Diego transportation and warehousing industrial sector, as compared to the United States as a whole.<sup>40</sup> Daniels said that this growth rate couldn’t be correct, since transportation and warehousing is actually a shrinking industry in San Diego. The seventh slide of the presentation was a spreadsheet that showed the numerical growth rate in productivity of that sector, which was so extreme that Daniels and others believed it had been inputted incorrectly.<sup>41</sup> Yet at the same time, the spreadsheet also showed that employment in the industry was actually falling.<sup>42</sup> Daniels said that while this could happen, it would be extremely unlikely.

However, this presentation still did not persuade Cox, who argued at length that the discrepancy between falling job growth and rising productivity could have been caused by the use of drones. Multiple interviewees remembered this happening, and all said it was immediately apparent that this argument was absurd. For example, as Major explained, the data in question was historical, so it would not have incorporated the introduction of drone technology. Nonetheless, Major also said that because Cox was still denying that the forecast was wrong, and because they still hadn’t found the actual source of the error, Gallegos told them to keep searching.

<sup>37</sup> **EXHIBIT 27**—E-mail from Jim Miller, *supra* note 35.

<sup>38</sup> *Id.*

<sup>39</sup> *Id.*

<sup>40</sup> **EXHIBIT 31**—SANDAG, *Labor Productivity*, at 1.

<sup>41</sup> *Id.* at 2. Column AI shows the sector’s rising productivity rate. In fact, the productivity data was not typed in wrong—it was based off the aggregation error introduced during Series 11.

<sup>42</sup> *Id.* Column AQ shows the sector’s falling employment rate. Unlike the productivity data, the falling employment data was accurate. According to Daniels, it had come from a different vendor than Moody’s and was unaffected by the aggregation error.

Two days later, on November 10, 2016, Daniels and Flyte finally discovered the source: the aggregation error that was introduced during Series 11 into Moody’s historical productivity data.

## **B. FINDINGS REGARDING THE MEASURE A FORECASTING ERROR**

The purpose of our investigation was to determine who knew that the Measure A forecast was overstated, when they knew it, and what they did with that information. To that end, this section first presents our findings on those specific questions. Then it presents several instances—before 2015—when SANDAG staff and executives missed opportunities to identify and fix the source of the Measure A forecasting error. Finally, the report provides recommendations to prevent the recurrence of similar problems.

### **1. Who Knew That The Measure A Forecast Was Overstated, When Did They Know It, And What Did They Do With That Information?**

#### **(a) Gary Gallegos**

At the December 14, 2015 meeting, Daniels and Messen informed Gallegos that the Series 13 income forecast was unreasonable. And they informed him that the taxable retail sales forecast was unreasonable as well. At this meeting, Cox disagreed with them, and argued to Gallegos and Kawada that the forecasts were reasonable. Although Gallegos does not remember this occurring, it is highly likely that he deferred to Cox despite Daniels’s and Messen’s strong arguments and evidence to the contrary. Gallegos seems to have placed too much trust in Cox over the years, and to have been overly influenced by his opinion, which is likely what happened here as well.

Although Gallegos most likely did not know at this point that the Series 13 forecasts would affect Measure A, he should have known—based on what witnesses have said occurred during the presentation—that these forecasts would affect the TransNet Plan of Finance. Because Gallegos sided with Cox, SANDAG staff stopped investigating the Series 13 income and taxable retail sales forecasts. Had Gallegos not done so, but instead ordered staff to either investigate or stop using these forecasts, it is likely that Major would not have used Series 13 to calculate the Plan of Finance and that the forecasting error would have been discovered sooner. In addition, even though Cox had already calculated the Measure A revenue forecast, it would not have been too late to change it had SANDAG discovered the error sooner.

After the Voice of San Diego articles issued on October 24, 2016, seemingly all of Gallegos’s employees except for Cox were telling him that the Measure A revenue forecast was wrong. Indeed, Ron Roberts, SANDAG Chair, said he received a call from Gallegos after the articles came out—either in late October or early November—in which Gallegos told him that he was concerned that SANDAG’s revenue projections were off. Nonetheless, it seems that Gallegos was unwilling to announce that the Measure A forecast was wrong until Cox agreed or until his team found the source of the error. Gallegos appears to have relied excessively on Cox and erred in not conceding at an earlier stage that there was some sort of error.

(b) Kim Kawada

Kawada, like Gallegos, also learned in December 2015 that the Series 13 income and taxable retail sales forecasts were probably unreasonable. However, like Gallegos, she relied on Cox's arguments despite the persuasive, data-driven evidence to the contrary. Although Kawada most likely did not know at this point that the forecasts could affect Measure A, she did know that they would affect the Plan of Finance. Had Kawada insisted that the forecasts be further investigated or no longer used, it is possible that the effects of the forecasting error could have been prevented—both on the TransNet Plan of Finance and on Measure A.

Also like Gallegos, Kawada should have known that the Measure A forecast was wrong by late October 2016, when Cox was the only person still arguing that it was right. And indeed, Flyte has said that he believes Kawada realized earlier than Gallegos that Cox's arguments were flawed. Much like Gallegos, Kawada was in a difficult situation at this point, but had she convinced Gallegos to reveal that the Measure A forecast was erroneous, SANDAG may not have forfeited as much public trust.

(c) Marney Cox

Although Cox never believed that the Measure A revenue forecast was flawed, and, in fact, still believes it could be right to this day, he bears much of the responsibility for what occurred. When Cox used the Series 13 taxable retail sales forecast to calculate Measure A's projected revenue, most likely in July of 2015, he was unaware of the data error within DEFM that caused the inaccurate forecast. By November and December of 2015, however, Major, Daniels, Flyte, and Messen had informed him that the taxable retail sales forecast was highly unrealistic. Nonetheless, it appears that Cox simply refused to accept that DEFM could be producing an inaccurate number, even though he knew that the DEFM update team had been understaffed and working remotely for years, and knew that Jarosz had capped the Series 13 income forecast because it was too optimistic.

Although we can't be certain what exactly Cox said during the December 14, 2015 meeting, it's clear that he argued against there being any problem with the Series 13 forecasts, despite being presented with compelling historical evidence. Had Cox been more willing to consider whether the forecasts were wrong, and did not argue so stridently against that position, then Gallegos and Kawada might have asked for additional investigation into the forecasts. Further, had Cox mentioned that he had actually used Series 13 to calculate the Measure A forecast, then Gallegos and Kawada may have felt more urgency to investigate Series 13. Several witnesses have said that Cox stated that he didn't use DEFM for Measure A, or didn't use it for the TransNet Plan of Finance. We found Cox to be earnest and forthright in our interviews, and conclude that he did not knowingly make any false representations about his use of DEFM.

Cox's intransigence in October 2016 also seems to have been a large part of the reason why SANDAG did not admit sooner that the Measure A forecast was overstated. In sum, it is apparent that Cox had longstanding and deep credibility at SANDAG. His opinions were accorded great weight and throughout the relevant time periods he passionately defended DEFM and denied that it was problematic. Cox's standing within SANDAG and his fierce defense of DEFM muffled dissenting voices and delayed discovery of the Measure A forecasting error.

(d) Ray Major

By November 2015, Major had concluded that the Series 13 income and taxable retail sales forecasts were incorrect. Although he argued privately with Cox, he did not strongly oppose him during the December 2015 meeting. Major said that there would have been no benefit to doing so, since Cox reacted poorly to being publicly confronted, and Gallegos wouldn't yet have trusted Major's opinion. At this point, however, Major knew that Series 13 was used for the Plan of Finance long-term forecast, so he had an obligation to ensure that that forecast was accurate. Had he joined Daniels and Messen in arguing against Cox, it's possible that Gallegos and Kawada would have been more likely to listen to them. Indeed, Major even complained that he wished Daniels would have focused more on the unrealistic Series 13 forecasts during the meeting, rather than on Messen's model for Series 14. Major had the opportunity to rectify this, and ensure that Gallegos and Kawada understood that the Series 13 taxable retail sales forecast was likely incorrect and would be used in the Plan of Finance. But he did not, and instead submitted the Plan of Finance with a long-term forecast whose results he did not agree with.

In January 2016, Major learned that Cox had indeed used the Series 13 taxable retail sales forecast to calculate Measure A's projected revenue. Although Major felt unable to contradict Cox, and was certain that Gallegos wouldn't listen to him, he also knew that SANDAG was promising the public a revenue forecast that Major believed was highly unrealistic. Thus, he had a responsibility to do what he could to prevent that from happening. Major argued that it would have caused difficulties had SANDAG used something other than the Series 13 taxable retail sales forecast for Measure A, since the Board had already approved Series 13. But those difficulties would surely have been minimal compared to what SANDAG faced after it was revealed that the Measure A forecast was overstated.

(e) Kurt Kroninger

Like Gallegos and Kawada, Kroninger most likely didn't learn that the Series 13 taxable retail sales forecast was used to calculate the Measure A revenue forecast until October of 2016. Nonetheless, he knew or should have known—based on what Daniels told him—that the Series 13 income and taxable retail sales forecasts were unrealistic. And by this point he almost certainly knew that the taxable retail sales forecast was used in the Plan of Finance. At the time, Kroninger was Director of Technical Services at SANDAG, which is an executive-level position. As a result, he stood on equal footing with Cox. We find that he should have used his position to argue to Gallegos and Kawada that the Series 13 forecasts should either not be used in the Plan of Finance, or should be further investigated. Although Kroninger said it would have been unusual to change an already completed regional growth forecast, he also said that this was the first time he had ever seen one of DEFM's outputs called into question.

In addition, Kroninger should have done far more to determine how else Series 13's income and taxable retail sales forecasts were being used, such as in Measure A's revenue projection. For instance, Kroninger repeatedly said that until Major began working on the Plan of Finance, he had no idea that it used DEFM. However, Tayman told us that when he was Director of Technical Services, he was aware of how DEFM's outputs were used within SANDAG, and that this was important information to know. Once Kroninger became Director, he also became responsible for DEFM, and should have made himself aware of who was using its outputs, and how. Had

Kroninger done so, he might have realized that Cox had used Series 13's taxable retail sales forecast for Measure A, and could have alerted Gallegos and Kawada.

By October 2016, Kroninger likely understood that the Measure A revenue forecast was overstated, and played a role in the search for the source of the forecasting error.

(f) Clint Daniels, Daniel Flyte, Dmitry Messen, and Jim Miller

By December 2015, Daniels, Flyte, Messen, and Miller all believed—with varying degrees of confidence—that the Series 13 taxable retail sales and income forecasts were unreasonable, although Miller was much less involved than the others. At that point, they did not know that Cox had used the taxable retail sales forecast to calculate Measure A's projected revenue, but they knew or should have known that Major needed to use it in the Plan of Finance. Although they did attempt to convince Gallegos and Kawada that the Series 13 forecasts were unreasonable, they still could have done more.

Although it's almost certain that Daniels and Messen argued at the December meeting that the Series 13 forecasts were unrealistic, the meeting focused primarily on Messen's Series 14 update. Daniels and Messen should have spent more time on the problems that the unrealistic forecasts themselves presented—and how these problems would affect SANDAG—rather than simply using them as a reason to move away from DEFM. Had they done so, Gallegos and Kawada may have asked them to investigate the forecasts sooner, rather than in October 2016. Daniels and Messen did do this in part, by explaining that the unrealistic forecasts affected the Plan of Finance. But they, like Kroninger, should have investigated how else SANDAG used Series 13's income and taxable retail sales forecasts. In doing so, they may have learned that Cox used Series 13's taxable retail sales forecast to calculate Measure A's revenue forecast. In addition, it appears that SANDAG used Series 13's income forecast in a variety of ways. Daniels and Messen could have used this information to persuade Gallegos and Kawada that Series 13's income and taxable retail sales forecasts either needed to be investigated or abandoned.

Even though Flyte and Miller were not at the presentation, they too should have investigated how SANDAG used Series 13's income and taxable retail sales forecasts. Flyte, in particular, should have done this, since he was well aware that the income forecast was too high—indeed, he had known this since at least 2013. Moreover, Flyte certainly should have shown everyone else the Confluence page he created in which he described Series 13's income forecast as having “known problems.”<sup>43</sup> Although this would not have convinced Cox, it may have persuaded Gallegos and Kawada that the Series 13 income and taxable retail sales forecasts were unreasonable.

By October 2016, Daniels, Flyte, Messen, and Miller were all confident that the Measure A revenue forecast was overestimated. At this point, each of them believed that the Measure A forecast was incorrect, and at least Daniels and Flyte were involved in searching for the source of the problem.

<sup>43</sup> **EXHIBIT 8**, *supra* note 13, at 10.

## **2. Missed Opportunities To Identify And Fix The Source Of The Measure A Forecasting Error**

### **(a) SANDAG Executives Fail to Provide Sufficient Staffing and Expertise for the Series 12 and 13 Regional Growth Forecasts**

In the years following 2006, when Tayman, Beckhelm, and a number of other long-term staff members retired, SANDAG was undoubtedly in a difficult position. However, it appears that despite warnings from outgoing staff members, SANDAG executives did not properly prepare for and execute the transition.

Although SANDAG seems to have found an adequate replacement for Tayman in Kevin Murphy, once Murphy left after a year, Gallegos elevated Kroninger to a position for which he did not have the requisite experience. By all accounts, Kroninger is a highly skilled IT professional, but he is not an economist. It is possible that Gallegos did not realize the expertise that was needed to conduct a regional growth forecast, or how closely involved Tayman was in ensuring the forecast's accuracy. In any case, after the promotion, Kroninger was largely uninvolved in the regional growth forecast, beyond ensuring that the population, housing, and jobs outputs were reasonable. Nearly every witness who worked on the regional growth forecast both before and after Tayman left said that, during the latter period, far less time went into checking the accuracy of the forecast as a whole.

When Beckhelm retired, SANDAG could have stopped using DEFM for its regional growth forecasts, since he was seemingly the only person at the agency who knew how to run it. However, it did not do so, likely because Gallegos, Cox, and others felt that it was important for SANDAG to use DEFM. Many witnesses extolled the virtues of DEFM: that it was sophisticated, highly adjustable, and tailored for San Diego. But if SANDAG was going to keep using DEFM—by far its most important forecasting model, since it fed into all the other models—then it needed to ensure that it had sufficient personnel to operate it. SANDAG does not seem to have done so. During Series 12, SANDAG was forced to rely on Beckhelm working part-time from retirement to run DEFM, since seemingly no one else at SANDAG knew how. Similarly, for Series 13, SANDAG was forced to rely on Jarosz, even though she was living in Florida and working another job at the same time.

Although some witnesses, such as Jarosz, felt that the team working on the Series 12 regional growth forecast was understaffed, others felt differently. But nearly all witnesses who were involved with Series 13 agreed that they did not have nearly enough people working on it. Indeed, it seems fairly likely that Jarosz not only ran DEFM on Series 13, but was also almost solely responsible for ensuring the accuracy of the forecast. In comparison, previous forecasts—at least before Series 12—generally had a team of five or more people. Although Jarosz said that Brady and Beckhelm also helped check the accuracy of the Series 13 regional forecast, both recalled that their responsibilities were almost entirely focused on the subregional forecast. The predictable result was that Jarosz did not have enough time to ensure that Series 13 produced a reasonable forecast, and that when problems arose with the income projection, she did not adequately solve them. Similarly, when Flyte and Brady discovered that the Series 13 income projection was too aggressive for the subregional forecast, they too didn't have time—or, possibly,

the expertise—to fix it. This led directly to SANDAG’s overestimation of the Measure A revenue forecast.

It is difficult to say whose fault it was that the team running DEFM became so understaffed. Daniels said that he frequently spoke to Kroninger about the lack of staffing, and Kroninger said he raised the issue on multiple occasions with the executive team. But Gallegos said he was not made aware of the problem at the time. In addition, Cox was highly resistant to moving away from DEFM, even though he was most likely aware of at least some of the staffing problems. But regardless of where the blame lies, SANDAG had an obligation to ensure the reasonableness of its regional growth forecast, which it relies on for the legally-required RTP. By continuing to use DEFM without providing sufficient personnel to update it, SANDAG did not fulfill that obligation.

(b) Jarosz Inadequately Adjusts the Series 13 Income Forecast and Does Not Investigate the Cause

Although Jarosz may have been doing SANDAG a favor by agreeing to run DEFM for Series 13, and seems to have had little if any support, she likely could have done more to ensure the accuracy of the forecast. When the expert review panel informed Jarosz that the income projection was too aggressive, she had two choices: investigate why it was so aggressive and then fix it, or make a reasonable adjustment. At the time, Jarosz was working almost independently on the Series 13 regional forecast, and was under time pressure to finish it so that SANDAG could produce the subregional forecast. Thus, it is understandable that she did not have the resources to investigate the cause of the aggressive income forecast.

However, multiple witnesses agreed that Jarosz’s actual adjustment to the forecast was inadequate: rather than adjusting income at 2040, she should have done so much earlier, and reduced it further.<sup>44</sup> Jarosz said that she would have discussed her adjustment with the expert panel, and, indeed, the expert panel only recommended that she “adjust[] income to correct for compounding growth *in the latter years* of the forecast.”<sup>45</sup> Nonetheless, had Jarosz adjusted the income forecast to allow for a more reasonable rate of growth, the Measure A revenue forecast may not have been so grossly overstated.

(c) Flyte and Brady Adjust the Series 13 Subregional Income Forecast and Do Not Investigate the Cause

Flyte and Brady also had an opportunity to prevent SANDAG from overstating the Measure A revenue forecast, although it is unclear how at fault they truly were. When Flyte and Brady realized that the Series 13 income forecast could not be reasonably allocated into the subregional models, they decided to adjust the subregional forecast but keep the regional forecast the same.

But multiple witnesses said that this correction was not enough, and that Flyte and Brady should have fixed the regional forecast as well. Flyte and Brady argued, however, that the regional forecast was already complete, and they lacked the time and expertise to fix it, since they needed

<sup>44</sup> **EXHIBIT 5**— Beth Jarosz, *supra* note 4, at 10.

<sup>45</sup> **EXHIBIT 2**—SANDAG, *supra* note 2, at 11 (emphasis added).

to finish the subregional forecast and Jarosz had already left. Flyte also said that Daniels was aware of what they had done, which Daniels strongly denies. But regardless of what Daniels knew, Flyte and Brady still should have done more to ensure that the regional forecast was accurate. On the instruction page in which Flyte explained the adjustment, he described the regional forecast as having “known problems.” Thus, he and Brady should have attempted to fix those problems. If they could not do so, they should have at least determined who within SANDAG used the income and taxable retail sales forecasts (as Flyte knew they were connected), and informed them of the problems.

### **3. Recommendations for Best Practices**

#### **(a) Maintain Internal Expertise Over SANDAG’s Forecasting Model**

A large part of the reason why SANDAG overstated the Measure A revenue forecast was because it had few if any in-house employees who understood and could operate DEFM. SANDAG seems to be well aware of this problem, and is correcting it by developing a new, potentially simpler forecasting model. Nonetheless, simply developing a new model is not enough. SANDAG must also ensure that, going forward, it maintains broad employee knowledge over the model, so that if it loses a staff member who previously ran the model, it has others who can take his or her place.

#### **(b) Ensure That SANDAG’s Forecasting Model is Quality-Controlled**

Another reason that SANDAG failed to prevent the Measure A forecasting error was because its Series 12 and 13 regional growth forecasts lacked sufficient quality controls. This appears to have been, first, a staffing problem: SANDAG did not provide enough people, or the right people, to run its forecasts. And it was also likely a problem with DEFM, which SANDAG employees could not adequately quality control both because they did not understand it, and because it produced so many outputs that only a small number could be checked. Therefore, going forward, SANDAG needs to ensure that the team working on its regional growth forecasts has both the knowledge and resources to ensure that the forecasts are reasonable.

#### **(c) Prevent “Siloing” Between Interrelated SANDAG Departments**

Finally, SANDAG must ensure that staff members who should be working together are working together. When staff members became convinced that the Series 13 taxable retail forecast was unrealistic, none of them knew that Cox had used that forecast to calculate the Measure A revenue forecast. Similarly, this was the first time that many of them realized that DEFM was used in the Plan of Finance. Indeed, it appears that the modeling department, which produces SANDAG’s forecasting models, was largely disconnected or siloed from SANDAG employees who used those models—Cox in particular.

Going forward, SANDAG must ensure that its modeling department works closely with the SANDAG employees who use the outputs of those models. That way, if a problem arises with one of those outputs, members of the modeling department will know how the output is being used, enabling them to prevent the production of an unreasonable forecast. SANDAG appears to be taking a step in the right direction by making Major both Chief Economist and Director of



Technical Services, however it must ensure that Major is not overtaxed and can still make certain that SANDAG's regional growth forecasts are accurate.

## **V. SANDAG'S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR**

During our investigation into the Measure A forecasting error, we identified several problems that arose in connection with SANDAG's response to the discovery of the Measure A forecasting error. Because these problems are closely related to our investigation, we have included a factual summary of what occurred as well as findings and recommendations for best practices.

### **A. SUMMARY OF FACTS REGARDING SANDAG'S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR**

#### **1. SANDAG Employees Are Instructed To Delete Draft Documents**

On October 28, 2016, SANDAG staff held an executive team meeting that included Gallegos, Daniels, Major, Kawada, and Cox, as well as John Kirk and Shelby Tucker, SANDAG's General Counsel and Associate General Counsel.<sup>46</sup> The purpose of the meeting was to discuss SANDAG's record retention policy in light of public records requests it had recently received from the Voice of San Diego. Under that policy, preliminary drafts that are not deleted within 60 days must be kept for two years.<sup>47</sup> Although the meeting happened to occur on the day SANDAG received the Voice of San Diego's public records request for all Series 13-related emails, this was a coincidence, as the meeting had been scheduled for that date since October 24, 2016. A number of witnesses agreed that during this meeting, they were instructed to delete documents that did not fall into SANDAG's record retention policy. However, witnesses' recollections varied as to who gave the instruction and what it entailed.

Major said that Kirk had instructed them that if they kept any documents for sixty days, then they would need to keep them for two years. Major recalled that there was a discussion about how they should delete documents that they didn't need, in light of concerns that early versions could be taken out of context. Nonetheless, Major said that they weren't being told to search for documents and get rid of them. However, he also acknowledged that Kirk never instructed them during this meeting not to mass-delete documents, nor did he tell them not to delete documents regarding their investigation into DEFM. As a result of the meeting, Major said that he got rid of draft versions of various documents, as well as old emails, but did not delete anything important.

<sup>46</sup> **EXHIBIT 28**—Outlook Appointment from Tessa Lero, Assistant to Gary Gallegos, to Gary Gallegos, Executive Director, SANDAG, et al. (Oct. 28, 2016, 14:30 PST).

<sup>47</sup> **EXHIBIT 29**—SANDAG, *Board Policy No. 015: Records Management*, at 3.1–3.2 (Adopted Jun. 2003) (Amended Jan. 2017), [http://www.sandag.org/organization/about/pubs/policy\\_015.pdf](http://www.sandag.org/organization/about/pubs/policy_015.pdf). Under California law, “[p]reliminary drafts, notes, or interagency or intra-agency memoranda that are not retained by the public agency in the ordinary course of business, if the public interest in withholding those records clearly outweighs the public interest in disclosure.” Cal. Gov't Code § 6254(a).

Kawada also said that the meeting involved a discussion about how draft documents should be deleted according to SANDAG's record retention schedule, so that they wouldn't be misconstrued. However, she couldn't remember if Kirk led the discussion. Gallegos recalled the meeting, and said that during it they had had a general discussion about SANDAG's record retention policy, and draft documents in particular.

We asked Kirk about the meeting, and he confirmed that they discussed how draft documents needed to be deleted within sixty days, otherwise they would have to be kept for two years under SANDAG's record retention policy. He also said that he probably instructed those present that if they had early drafts that they didn't want to be subject to production for a public records request, then they needed to delete them within sixty days.

Daniels recalled the meeting differently than everyone else. He said that during it, Gallegos had instructed them to delete documents every two weeks so that they wouldn't get picked up by a public records request. When asked about the instruction, Daniels agreed that Gallegos may have told them to delete draft documents, rather than all documents. In addition, Daniels said that at one of the daily meetings during their search for the forecasting error, Gallegos told them to stop communicating by email, and to instead use their phones or speak in person. Flyte also recalled this happening.

On October 31, 2016, after Gallegos instructed employees to stop communicating by email, Flyte sent an email to Daniels and Major titled "SR13 DEFM Income Model."<sup>48</sup> In it, he explained some of his latest research on the source of the forecasting error. After receiving this email, Daniels told Flyte to print it out and then delete it. Daniels said he told Flyte to do this in response to Gallegos's instruction. Although Flyte never deleted the email, Daniels said that SANDAG employees did delete emails during this time period.

## **2. SANDAG Employees Are Instructed To Store Documents Related To The Forecasting Error In "Hana Tools"**

On November 1, 2016, Kroninger created a new folder named "Tools" on SANDAG's "Hana" server, which became known as "Hana Tools."<sup>49</sup> On Kroninger's instructions, SANDAG staff who were investigating the forecasting error used this folder, known as "Hana Tools," to store all documents they created as part of their search.

Kroninger said that Hana Tools served a number of purposes. As a central location where staff members could store documents, exchange them, and collaborate, it eliminated the need to use email. And because Kroninger created Hana Tools in an obscure location—SANDAG did not ordinarily use the Hana server for storage—it would enable the team to keep their project confidential. As Kroninger explained, he wanted to limit access to Hana Tools to a small group of staff members, and was concerned about leaks. Further, Kroninger said that Hana Tools could

<sup>48</sup> **EXHIBIT 35**--E-mail from Daniel Flyte, Senior Research Analyst, SANDAG, to Clint Daniels, Principal Research Analyst, SANDAG, and Ray Major, Chief Economist and Director of Technical Services, SANDAG, at 1 (Oct. 31, 2016, 12:15 PST).

<sup>49</sup> **EXHIBIT 30**—SANDAG, *Hana Tools*.

not be reached through SANDAG's intranet search function, which SANDAG staff use to search for documents pertaining to a public records request.

Perhaps most importantly, Kroninger believed that all documents created as part of the search for the forecasting error were "draft" or "working" documents, since team members were creating them to solve a problem they didn't yet fully understand. Kroninger said that once they had identified the forecasting error and written a report on it, that report would no longer be a draft document. However, according to Kroninger, everything leading up to the report would be a draft, and therefore could be deleted within sixty days. Thus, Kroninger explained that he created Hana Tools so that all the draft documents it contained could be mass-deleted within the sixty-day time limit. The reason this was necessary, Kroninger said, was so that the team could feel free to brainstorm and trade ideas while searching for the forecasting error. He believed they would feel more constrained if all the documents they created as part of the search were discoverable.

Kroninger said, however, that they did not hide the creation of Hana Tools from the SANDAG legal team. He said he told Kirk that he wanted to create a location where they could store documents used in the search for the forecasting error, and then mass delete them within sixty days. Although Kirk did not remember this specifically, he said that Kroninger's understanding of "drafts" seemed consistent with SANDAG policy and that he probably would have approved the request. Major also believed that Kirk approved the creation of Hana Tools, but insisted that it had to be searchable and discoverable. Kroninger did not recall ever asking Kirk whether Hana Tools needed to be searchable. And although Major believed that Hana Tools was searchable, Bill Mount, SANDAG's IT Manager, said that in fact it was not. However, he said it was reasonable that Major would have believed this, since a search of the intranet reaches Hana data that is not actually stored on the Hana server.

Although Hana Tools was not searchable, Kroninger said that if the team stored any documents on it that were responsive to a discovery or public records request—and those documents were not drafts—SANDAG would have needed to release them. Tucker agreed with this. And she said that regardless of whether Hana Tools was searchable, this shouldn't have affected whether the documents stored on it were released. Tucker explained that when SANDAG receives a public records request, she may do a preliminary search for documents, but she largely relies on SANDAG staff to supply the responsive documents.

Kroninger said he believed that either Gallegos or Kawada knew about Hana Tools and was comfortable with it being a location to store and then mass-delete draft documents. When asked about it, Gallegos said he only learned of Hana Tools recently and had no understanding of its purpose. Kawada also said that she had not heard the name "Hana Tools" until recently, although she remembered that during the search for the forecasting error, Kroninger had told her that he would create a folder that the team could use to share documents. Kawada said she was never told that the purpose of the folder was to defeat public records requests. Major explained that it was common to set up a folder with limited access when a team was working on a project. Mount agreed, but said that normally, even if some users didn't have access to a particular folder, it was always searchable.

As of June 5, 2017, the date we first inspected the contents of Hana Tools, there were 317 files located on it. Although many of the documents were created in 2016 and 2017, many others

date back much further, some to 2006. Kroninger explained that, in addition to documents created as part of their search, they also stored copies of relevant documents that SANDAG employees created in the past. Kroninger said that the original versions of these documents were stored elsewhere, and would not have been deleted.<sup>50</sup>

Although Hana Tools was intended as a way to mass-delete documents, Major and Kroninger said no documents were ever deleted from it. However, according Mount, this cannot be confirmed. Because SANDAG never backed up the Hana Tools folder, it may be impossible to tell whether any documents were ever deleted.

### **3. Ron Roberts And Gary Gallegos Respond To The Measure A Forecasting Error**

On January 6, 2017, Ron Roberts published an editorial in the Voice of San Diego. Among other topics, Roberts discussed the Measure A forecasting error.<sup>51</sup> Most notably, Roberts presented the following rhetorical question and answer:

Had SANDAG concluded before the election that there were problems with its model that could have resulted in the \$18 billion Measure A revenue forecast being overestimated?

No – before the election, SANDAG technical staff had not discovered how, or if, the agency’s computer model could have caused an overestimation of the Measure A revenue forecast.<sup>52</sup>

Roberts also made the following statement regarding TransNet:

SANDAG staff recognized more than a year ago that the model’s taxable retail sales estimates appeared aggressive, but it was not immediately clear why. Nor was it clear what, if any, impact that might have on the TransNet revenue estimates.<sup>53</sup>

When asked about the editorial, Roberts said that he took full responsibility for the final draft, but did not write the original and had no personal knowledge of the details. David Hicks, Communications Manager at SANDAG, wrote the original draft of the editorial, and said that, in doing so, he had researched what happened with the Measure A forecasting error. Hicks said the basis for the Measure A question and answer quoted above was that SANDAG staff had not yet discovered the source of the forecasting error before the election, and Cox did not agree that the

<sup>50</sup> For instance, **EXHIBIT 5**, Jarosz’s presentation that contained slides on the capped income forecast, was stored on Hana Tools even though Jarosz created it in 2013. We have confirmed that this document was still stored in another location on SANDAG’s system.

<sup>51</sup> **EXHIBIT 32**—Ron Roberts, *SANDAG Can Still Deliver on TransNet Promises*, Voice of San Diego, at 4 (Jan. 6, 2017), <http://www.voiceofsandiego.org/topics/opinion/sandag-can-still-deliver-transnet-promises/>

<sup>52</sup> *Id.* at 5.

<sup>53</sup> *Id.* at 3.

forecast was wrong. As for the statement about TransNet, Hicks said that he had not known that SANDAG staff had raised an issue about the TransNet Plan of Finance during the December 2015 presentation.

One month later, on February 6, 2017, Keatts published an article in the Voice of San Diego, in which he released Major and Messen's emails from November 2015.<sup>54</sup> In the article, Keatts suggested that Gallegos and Kawada knew as of December 2015 that the Series 13 taxable retail sales forecast would affect TransNet and Measure A.

The following day, Gallegos issued a letter to the SANDAG Board responding to the article.<sup>55</sup> The letter was also sent to SANDAG employees and later released in the Voice of San Diego. In the letter, Gallegos made a number of statements regarding the forecasting error, although the following two caused particular concern among some witnesses. First, he wrote that "[a]t no point did any staff member go to management and connect a concern about taxable retail sales estimates to the forecast for Measure A or raise a concern that the Measure A forecast might be overestimated."<sup>56</sup> Second, he wrote that during the December 2015 meeting, "[t]here was no connection drawn between [DEFM's taxable retail sales forecast] and the bigger picture revenue forecast for TransNet or Measure A."<sup>57</sup>

During the interview, Gallegos told us that Major had worked on the portion of the letter regarding the "bigger picture revenue forecast for TransNet." Gallegos said that only now does he realize that Major had been working on the Plan of Finance at the time of the December 2015 meeting. When asked about this portion of the letter, Major said that "TransNet" referred to the \$14 billion TransNet revenue forecast calculated in 2004, not the annual Plan of Finance. Hicks, who was also responsible for drafting the letter, agreed with Major.

A number of witnesses were unhappy with SANDAG's public relations response to the Measure A forecasting error, having found it to be somewhat dishonest. In particular, we showed a number of witnesses Gallegos's letter, and most agreed that Daniels and Messen had drawn a clear connection between the Series 13 taxable retail sales forecast and the TransNet Plan of Finance.

<sup>54</sup> **EXHIBIT 33**—Andrew Keatts, 'OMG,' 'WTF': Emails Show SANDAG Knew Forecasts Were Wrong, Went to Voters With False Promise Anyway, Voice of San Diego, at 1–2 (Feb. 6, 2017), <http://www.voiceofsandiego.org/topics/government/omg-wtf-sandag-knew-its-forecasts-were-wrong-went-to-voters-with-false-promise-anyway-emails-show/>.

<sup>55</sup> **EXHIBIT 34**—Gary Gallegos, *Clarification of Recent Press Reports on Measure A Revenue Forecast*, SANDAG (Feb. 7, 2017), [http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Gallegos\\_Clarification\\_Letter.docx](http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Gallegos_Clarification_Letter.docx).

<sup>56</sup> *Id.* at 1.

<sup>57</sup> *Id.* at 2

**B. FINDINGS AND RECOMMENDATIONS REGARDING SANDAG'S RESPONSE TO THE DISCOVERY OF THE MEASURE A FORECASTING ERROR**

**1. SANDAG Executives and Legal Counsel Should Not Have Instructed Staff to Delete Draft Documents Before the Vote on Measure A**

It is almost certain that on October 28, 2016, SANDAG executives and/or legal counsel instructed employees to delete documents. It is less certain what exactly the instruction entailed, although it is highly likely that Kirk, and possibly Gallegos, instructed employees to delete draft documents so they would not be included in a public records request. Although such an instruction is permissible under California law and SANDAG Board policy, it should not have been given at this time.<sup>58</sup> SANDAG executives knew that the Voice of San Diego was then investigating the Measure A revenue forecast, and they had, at the very least, reason to believe that the forecast was incorrect. Further, they knew or should have known that many of their staff members were certain that the forecast was incorrect. Thus, giving this instruction had a number of negative effects.

(a) Findings

First, perhaps because the agency was already in a panic, several staff members may have misunderstood the instruction and deleted documents that they should have retained. For example, Daniels seems to have believed that they were told to delete all documents every two weeks. He also said that Gallegos told them to “stop talking” and understood this as an instruction that, going forward, if they sent emails about the forecasting problem, they should delete them. Daniels and others were uncomfortable with these instructions, as they felt that SANDAG was attempting to avoid public accountability. Nonetheless, Daniels told Flyte to delete an email (although Flyte did not), and was confident that others deleted emails as well. Tucker, SANDAG’s Associate General Counsel, said that under SANDAG Board policy, sent emails are not draft documents and should not have been deleted. Further, these emails, if they were about official SANDAG business, may well have been subject to public disclosure under the Public Records Act.<sup>59</sup>

Second, deleting documents—even draft documents—at the very moment that SANDAG executives knew the Voice of San Diego was investigating the Measure A forecasting error, and knew there was some basis for the investigation, raises the specter of impropriety. It is reasonable that SANDAG executives and staff would be concerned that draft documents could be misconstrued if released. And it is true that SANDAG constantly receives public records requests and is often the focus of local news stories. Thus, SANDAG should certainly inform its employees of its record retention policy and explain in training sessions when it is appropriate to delete draft

<sup>58</sup> *Supra* note 46.

<sup>59</sup> *City of San Jose v. Superior Court*, 2 Cal. 5th 608, 616 (2017) (“Employees’ communications about official agency business may be subject to CPRA regardless of the type of account used in their preparation or transmission.”).

documents. However, in this particular situation, SANDAG should not have done so. The vote on Measure A was a significant event, was less than two weeks away, and SANDAG executives and staff were concerned that the Measure A revenue forecast might have been incorrect. An instruction to delete documents in this setting could easily be construed by employees as a thinly-guised instruction to delete possibly responsive documents.

(b) Recommendation

Going forward, SANDAG legal counsel should hold a regularly-scheduled meeting with executives and staff instructing them on the agency's record retention policy. Training sessions on SANDAG's retention policy should not be delayed until after a crisis emerges. That way, SANDAG employees will already be familiar with the policy should any crisis arise in the future, and will know which documents they must preserve, and which they can delete.

**2. SANDAG Executives and Legal Counsel Should Not Have Approved the Creation and Use of Hana Tools**

When Kroninger created Hana Tools on November 1, 2016, he admittedly did so as a way to avoid public records requests. It also seems highly likely that Kirk approved the use of Hana Tools (even if he didn't know what it was called) as a location to store and then mass delete draft documents created in the search for the forecasting error. Although Kroninger believed that Gallegos or Kawada also approved of using Hana Tools in this manner, we have been unable to confirm this assertion. It is less likely, however, that Kirk, Gallegos, or Kawada knew about the other concerning aspects of Hana Tools: that it was non-searchable, and wasn't backed up.

(a) Findings

Although SANDAG Board policy does provide that draft documents may be deleted within sixty days, Kroninger's understanding of the term "draft," which he seemingly communicated to Kroninger, was extraordinarily expansive. In essence, it included all documents SANDAG employees created in the search for the Measure A error forecasting up until they wrote a final report describing their findings. Although it is possible that all such documents could be deemed drafts, it is also possible that some would not be—or would still be subject to disclosure regardless. Indeed, the relevant law specifically states that draft documents are only exempt from disclosure "provided that the public interest in withholding such records clearly outweighs the public interest in disclosure."<sup>60</sup> As Kroninger expressed, there was a public interest in withholding the documents within Hana Tools, because this would enable the team searching for the forecasting error to be more unconstrained in trying out ideas that might fail. At the same time, however, there is certainly a strong public interest in knowing more about SANDAG's response to the Measure A forecasting error. Therefore, Kroninger and Kirk should not have preemptively assumed that all documents within Hana Tools were drafts that were not subject to disclosure.

In addition, there are two other aspects of Hana Tools, that Kirk likely did not know about, and which are also concerning.

<sup>60</sup> Cal. Gov't Code § 6254(a).

First, Hana Tools was hidden on a non-searchable server that SANDAG did not ordinarily use for storage. Although Kroninger said that he was never trying to hide Hana Tools from SANDAG's legal team, he also said that because he didn't want its contents to be subject to public records requests, he did not want the location to be searchable. It is possible that in doing this he was mostly concerned about leaks from within SANDAG, and thus wanted to hide the location from most SANDAG employees. However, according to Mount, Kroninger could instead have created a location on SANDAG's main drive and required certain permissions for employees to use it. This, too, would seem to have solved the problem of leaks. As with the timing of the instruction to delete draft documents, the location of Hana Tools also raises the specter of impropriety.

Second, although several witnesses assured us that no documents were ever deleted from Hana Tools—despite its purpose as a document deletion folder—this cannot be confirmed, as the folder was never backed up. Although there are a number of documents on Hana Tools that SANDAG employees would presumably have deleted if they were going to delete any, it is also possible that some additional documents were deleted. While we don't have any reason to doubt the honesty of the witnesses who told us no documents were deleted—since they were forthcoming in all other respects—the fact that the drive was never backed up does call this assertion into question.

(b) Recommendation

In the future, if SANDAG chooses to implement a policy whereby it will store and then mass-delete draft documents related to a particular project, it should disclose this policy publicly, much as it has done with other aspects of its record retention policy. Further, the location of this folder must be searchable and disclosed to legal counsel. However, we find such a policy inadvisable, as it would be difficult if not impossible to know, in advance, that every document created for a particular project was both a draft and not subject to disclosure.

**3. SANDAG Executives Should Have Been More Forthcoming in Their Responses to the Measure A Forecasting Error**

After reviewing Roberts's editorial and Gallegos's letter to the SANDAG Board, we find that they include several points which are insufficiently transparent.

(a) Findings: Roberts's Editorial

First, the following statement in Roberts's editorial was excessively wordsmithed:

Had SANDAG concluded before the election that there were problems with its model that could have resulted in the \$18 billion Measure A revenue forecast being overestimated?



No – before the election, SANDAG technical staff had not discovered how, or if, the agency’s computer model could have caused an overestimation of the Measure A revenue forecast.<sup>61</sup>

Although Gallegos and Cox had not concluded before the election that the Measure A forecast was overestimated, nearly everyone else involved had. Although it’s arguable that these staff members didn’t yet know that there were problems with SANDAG’s model (i.e., DEFM) that could have resulted in an overestimation, they at least believed that DEFM was producing an unrealistic output due to aggressive data from Moody’s. Similarly, even though it’s true that SANDAG staff did not discover the source of the forecasting problem until after the election, the more important point is that, by October 2016, most SANDAG staff involved in the problem believed that the forecast was wrong.

Roberts also stated the following regarding TransNet:

SANDAG staff recognized more than a year ago that the model’s taxable retail sales estimates appeared aggressive, but it was not immediately clear why. Nor was it clear what, if any, impact that might have on the TransNet revenue estimates.<sup>62</sup>

This, too, is not entirely accurate. Although Major and Hicks argued that the 2004 TransNet forecast is somehow different than the TransNet Plan of Finance, that is, at best, true only in the narrowest sense. Like the 2004 TransNet forecast, the TransNet Plan of Finance includes a long-term forecast that projects future revenue from the TransNet sales tax. The reason why Major first became concerned about the Series 13 taxable retail sales forecast was because he was working on the TransNet Plan of Finance—which used that forecast—and strongly believed its long-term revenue estimates were unrealistic.

(b) Findings: Gallegos’s Letter

Gallegos’s letter contains the same wordsmithing issues regarding the TransNet Plan of Finance. In it, he writes that during the December 2015 meeting, “[t]here was no connection drawn between [DEFM’s taxable retail sales forecast] and the bigger picture revenue forecast for TransNet or Measure A.”<sup>63</sup> However, even Gallegos admitted during our interview that he now realizes that Major had been concerned about the effect that DEFM could have on the Plan of Finance.

Gallegos’s statements about Measure A are somewhat murkier, however. Because we can’t be certain whether Cox said during the December 2015 meeting that he did not use DEFM to calculate the Measure A forecast, we also can’t be certain whether staff drew a “connection” between the taxable retail sales forecast and Measure A. The same is true for Gallegos’s statement that “[a]t no point did any staff member go to management and connect a concern about taxable retail sales estimates to the forecast for Measure A or raise a concern that the Measure A forecast

<sup>61</sup> Roberts, *supra* note 49, at 5.

<sup>62</sup> *Id.* at 3.

<sup>63</sup> Gallegos, *supra* note 53, at 1

might be overestimated.”<sup>64</sup> If in fact no one brought up Measure A during the December 2015 meeting, then we have seen no indication that staff ever raised any issue regarding the Measure A forecast to Gallegos or Kawada until October 2016.

(c) Recommendation

Going forward, SANDAG should be more transparent in its public relations responses to issues like the Measure A forecasting error. As a government agency, SANDAG has a responsibility to be honest and straightforward with the public. By failing to adequately explain how and why it overestimated the Measure A revenue forecast, SANDAG lost employee morale and forfeited the public’s trust.

<sup>64</sup> *Id.* at 2.

# EXHIBIT 1

# Historical Output Aggregation

## Aggregation Worksheet – Historical Industry Output Time Series (1978-2007)

13.xls [Compatibility Mode] - Excel

Tell me what you want to do

Normal ValAdd Normal Bad Good

Calculation Check Cell Explanatory ... Followed Hyp...

Clipboard Font Alignment Number Conditional Formatting Table Styles

H27 =EDC - SD Output Raw!D27

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Economy.com's Detailed Output History + Forecast - San Diego													
2	The bold rows are GDP DEFM sectors - SS are the NAICS super sectors (1 - 13) - C indicates a sector selected specifically for cluster work													
3	The rows without NAICS codes are the composite sectors that DEFM uses - these are sums of other sectors and update automatically													
4	September 2008	Loaded 09/25/2008 by the												
5	Mnemonic	NAICS	Description	DEFM	SS	C	1978	1979	1980	1981	1982	1983	1984	1985
6	RGDP21A.SAN	RM	Gross Output: Natural Resources & Mining, (Mil 2000\$)	DEFM	1		12.265	10.38	10.788	10.644	8.146	8.014	11.17	14.098
7	RGDP21A.SAN	21	Gross Output: Mining, (Mil 2000\$)				12.265	10.38	10.788	10.644	8.146	8.014	11.17	14.098
8	RGDP211A.SAN	211	Gross Output: Oil and Gas Extraction, (Mil 2000\$)				0.137	0.188	0.268	0.381	0.475	0.554	0.668	0.758
9	RGDP2111A.SAN	2111	Gross Output: Oil and Gas Extraction, (Mil 2000\$)				0.137	0.188	0.268	0.381	0.475	0.554	0.668	0.758
10	RGDP212A.SAN	212	Gross Output: Mining (except Oil and Gas), (Mil 2000\$)				11.995	10.015	10.267	9.903	7.235	6.955	9.898	12.676
11	RGDP2121A.SAN	2121	Gross Output: Coal Mining, (Mil 2000\$)				0.026	0.025	0.027	0.028	0.026	0.026	0.029	0.029
12	RGDP2122A.SAN	2122	Gross Output: Metal Ore Mining, (Mil 2000\$)				1.376	1.124	1.193	1.313	1.076	1.073	1.185	1.316
13	RGDP2123A.SAN	2123	Gross Output: Nonmetallic Mineral Mining and Quarrying, (Mil 2000\$)				10.593	8.866	9.048	8.563	6.133	5.857	8.685	11.331
14	RGDP213A.SAN	213	Gross Output: Support Activities for Mining, (Mil 2000\$)				0.133	0.177	0.252	0.359	0.436	0.505	0.604	0.664
15	RGDP2131A.SAN	2131	Gross Output: Support Activities for Mining, (Mil 2000\$)				0.133	0.177	0.252	0.359	0.436	0.505	0.604	0.664
16														
17	RGDP23A.SAN	23	Gross Output: Construction, (Mil 2000\$)		2		2880.689	3217.765	3164.857	3200.715	3017.2	2829.663	3471.531	3952.973
18	RGDP236A.SAN	236	Gross Output: Construction of Buildings, (Mil 2000\$)	DEFM	2	2	669.383	753.157	734.923	687.308	629.034	646.485	824.897	935.278
19	RGDP237A.SAN	237	Gross Output: Heavy and Civil Engineering Construction, (Mil 2000\$)	DEFM	3	2	864.325	985.474	1028.892	1059.338	988.333	718.919	745.979	792.708
20	RGDP238A.SAN	238	Gross Output: Specialty Trade Contractors, (Mil 2000\$)	DEFM	4	2	1346.981	1479.134	1401.042	1454.069	1399.833	1464.259	1900.655	2224.987
21	RGDP2381A.SAN	2381	Gross Output: Foundation, Structure, and Building Exterior Contractors, (Mil 2000\$)				205.428	223.239	223.859	222.505	203.91	227.442	305.117	364.728
22	RGDP2382A.SAN	2382	Gross Output: Building Equipment Contractors, (Mil 2000\$)				512.7	566.876	522.129	563.002	575.138	580.368	720.092	838.341
23	RGDP2383A.SAN	2383	Gross Output: Building Finishing Contractors, (Mil 2000\$)				326.92	357.588	345.202	340.726	301.497	337.192	472.977	566.834
24	RGDP2389A.SAN	2389	Gross Output: Other Specialty Trade Contractors, (Mil 2000\$)				301.933	331.431	309.853	327.836	319.288	319.257	402.47	455.084
25														
26	RGDPMFA.SAN	MF	Gross Output: Manufacturing, (Mil 2000\$)		3		2849.625	334.131	309.853	327.836	319.288	319.257	402.47	455.084
27	RGDP311A.SAN	311	Gross Output: Food Manufacturing, (Mil 2000\$)				262.62	325.79	3755.264	4189.998	4564.745	4651.678	4866.247	5189.502
28	RGDP3111A.SAN	3111	Gross Output: Animal Food Manufacturing, (Mil 2000\$)				3.307	284.942	299.66	330.211	325.057	282.532	247.39	212.343
29	RGDP3112A.SAN	3112	Gross Output: Grain and Oilseed Milling, (Mil 2000\$)				5.145	3.601	3.761	4.17	4.001	3.242	2.494	1.18
30	RGDP3113A.SAN	3113	Gross Output: Sugar and Confectionery Product Manufacturing, (Mil 2000\$)				7.389	5.724	5.954	6.698	6.387	5.192	4.061	2.3
31	RGDP3114A.SAN	3114	Gross Output: Fruit and Vegetable Preserving and Specialty Food Manufacturing, (Mil 2000\$)				26.668	8.418	9.671	11.062	11.71	11.266	13.747	14.223
32	RGDP3115A.SAN	3115	Gross Output: Dairy Product Manufacturing, (Mil 2000\$)				41.764	29.741	30.893	31.321	24.563	19.959	19.401	22.048
33	RGDP3116A.SAN	3116	Gross Output: Animal Slaughtering and Processing, (Mil 2000\$)				48.362	44.652	47.01	52.614	50.354	42.423	35.281	28.307
34	RGDP3117A.SAN	3117	Gross Output: Seafood Product Preparation and Packaging, (Mil 2000\$)				7.067	51.968	52.835	55.81	53.58	47.817	37.92	23.182
35	RGDP3118A.SAN	3118	Gross Output: Bakeries and Tortilla Manufacturing, (Mil 2000\$)				98.847	7.974	8.77	9.784	9.883	8.045	6.37	4.489
36	RGDP3119A.SAN	3119	Gross Output: Other Food Manufacturing, (Mil 2000\$)				24.071	106.332	112.94	127.138	133.193	118.627	107.993	101.893
37	RGDP312A.SAN	312	Gross Output: Beverage and Tobacco Product Manufacturing, (Mil 2000\$)				168.37	26.531	27.826	31.614	31.386	25.96	20.122	14.722
38	RGDP3121A.SAN	3121	Gross Output: Beverage Manufacturing, (Mil 2000\$)				168.362	179.721	186.338	199.454	192.546	164.434	140.485	116.662
39	RGDP3122A.SAN	3122	Gross Output: Tobacco Manufacturing, (Mil 2000\$)				0.007	179.71	186.314	199.429	192.526	164.414	140.466	116.645
40	RGDP313A.SAN	313	Gross Output: Textile Mills, (Mil 2000\$)				1.705	0.011	0.024	0.025	0.02	0.02	0.018	0.017

# EXHIBIT 2

## Summary of Expert Review Panel Involvement in SANDAG Regional Growth Forecasts

(Series 10, 11, 12, and 13)

### SERIES 10

Panel members:	Bob Yamada / Tim Bombardier	San Diego County Water Authority
	Stuart McMenamin	Regional Economic Research
	Ray Major	Claritas
	Midi Cox	Millicent Cox, LLC
	Gary Moss	San Diego Workforce partnership
	Kelly Cunningham	San Diego Chamber of Commerce
	John Weeks	San Diego State University
	Joan Anderson	University of San Diego
	Cheryl Mason	Economic Development Department
	Joey Perry	City of San Diego
	Robert Dye	San Diego Gas & Electric
	Richard Carson	University of California San Diego
	Dennis Turner	City of Carlsbad
	Mary Heim	Department of Finance, Demographics Research Unit
	Curt Gonzales / Nick Ortiz	San Diego County
	Carlo Graizbord	IMPLAN
	Irola Nam	IMPLAN
SANDAG Staff	Ed Schafer	
	Charles Rynerson	
	Jeff Tayman	
	Beth Jarosz	
	Marney Cox	
	Matt Eary	
	Terry Beckhelm	

### September 5, 2001 Meeting Issues Raised

Migration – a general desire for better understanding of the drivers of migration and the characteristics of migrants was expressed. The model will not resolve this, an outside study is needed. Due to uncertainties regarding immigration policies and other effects, low and high migration rate scenarios should be run.

Point forecast – concern was raised over presenting a “point forecast” to the Board. Too much uncertainty to warrant a point forecast, which gives a false sense of security. Should a range be presented? Local governments can’t build a range of infrastructure. But the uncertainty in the projections is more a time uncertainty than a population uncertainty (i.e. we will get to 3.5 million; it’s just a matter of when).

Housing – will the region be able to keep up with the housing demand being projected? Growth management policies and lack of developable land may interfere with this. The model is unconstrained by these factors.

The model will be rerun taking the latest DRI forecast and the committee's concerns into account. We will reconvene in three weeks.

October 4, 2001 Meeting Model Changes

The DRI-WEFA 25 Year Focus, Summer 2001 Trend Projection for the US was used to update the model. This projection predates the events of 9/11. So far the short range forecasts are not picking up any changes, and the effects are hard to predict. We must keep an eye on the short term forecasts and adjust our forecast as necessary.

New Bureau of Labor Statistics labor force participation rate estimates and projections were incorporated into the model.

Mortality rates were adjusted to reflect increases in life expectancy as suggested by the committee.

Fertility rates were adjusted downward due to changes in birth data from 1999 to 2000.

The old (Series 9) model was updated with the proposed Series 10 assumptions and rerun for 1998-2000. The 2000 forecast was very similar to the 2000 population estimate.

October 4, 2001 Meeting Concerns Raised

Migration – reiteration of desire for greater sensitivity to drivers of migration, and possible effects of 9/11. This will be included in the model revision RFP next year.

Pop and Housing – This forecast will be the first in which the jurisdictions will find it challenging to accommodate projected growth. The Boards will be presented with the unconstrained forecast and several constrained scenarios, and will choose the preferred option.



## SERIES 11

Panel members:	Tim Bombardier	San Diego County Water Authority
	Ray Major	Claritas
	Gary Moss	San Diego Workforce Partnership
	Cheryl Mason	Economic Development Department
	Robert Dye	San Diego Gas & Electric
	Dennis Turner	City of Carlsbad
	Mary Heim	Department of Finance, Demographics Research Unit
	Scott Molloy	Building industry Association
	John Weeks	San Diego State University
	Kelly Cunningham	City of San Diego
SANDAG Staff	Ed Schafer	
	Daniel Flyte	
	Jeff Tayman	
	Beth Jarosz	
	Marney Cox	
	Mark Woodall	
	Terry Beckhelm	
	Kristin Rohanna	

### April 5, 2005 Meeting Main Issues Raised

Housing availability / vacancy rates – State of California Housing and Community Development has released new projections showing a need for faster increase in local housing supplies. Should the baseline forecast incorporate these projections?

Employment – Request rerun the forecast with higher average projected employment growth, based on 1970-2000 performance.

As a result of the concerns raised, the model was adjusted and rerun resulting in (1) raising the annual population increase from 41,090 to 46,410, (2) raising the average annual housing increase from 14,040/year to 14,270/year, and (3) raising average increase in civilian jobs from 14,570 to 19,930.

### May 3, 2005 Meeting Main Issues Raised

There now (in the new draft forecast) seems to be a disconnect between population growth and housing growth, driving household size up and vacancy rates down.

The employment projections appear to be better in line with Global Insight now, but the unemployment rates seem too low. The question is, who fills these jobs? There are commuters coming in from outside the region.

Both draft forecasts showed significant growth in the “Other” job sector (not classified in the wage and salary industry structure). We should hold growth in that sector down.

As a result of the concerns raised, the model was adjusted and rerun resulting in (1) lowering the annual population increase from 46,410 to 41,300 , (2) slightly raising the average annual housing increase from 14,270/year to 14,300 (this combined with the lowered pop resulted in higher vacancy rates and lower household size), and (3) slightly lowering average increase in civilian jobs from 19,930 to 19,700 (primarily from lowering the growth rate in the “Other” category). This also resulted in raising the unemployment rate to a more reasonable level (from 2.0% to 4%).

May 8, 2005 Meeting

The working group expressed approval for the Draft 3 Forecast, which will be used as the baseline for the Series 11 Regional Growth Forecast.

## SERIES 12

Panel members:	Tom Sudberry	Sudberry Properties
	Michael Schuerman	Regional EDC
	Gary Moss	San Diego Workforce Partnership
	Barbara Ruehl	Economic Development Department
	Mary Heim	Department of Finance, Demographics Research Unit
	Scott Molloy	Building Industry Association
	John Weeks	San Diego State University
	Ryan Ratcliff	University of San Diego
	Bill Anderson	City of San Diego
	Devon Muto	San Diego County
	Robert Barry	LAFCO
	Skip Hull	CIC Research
	Kelly Cunningham	Nat'l University Institute for Policy Research
	Linda Wheaton	Housing and Community Development
SANDAG Staff	Ed Schafer	
	Clint Daniels	
	Beth Jarosz	
	Cheryl Mason	
	Mike Calandra	
	Angela Choi	

### April 10, 2009 Meeting Main Issues Raised

Headship Rates – As population ages we should expect to see headship rates rise for that demographic (household size falls). Also, headship rates for Hispanic population have been historically low. We should expect to see those rise toward parity with white pop.

Labor Force Participation – Older pop is working longer and younger pop are waiting longer to join the workforce.

Housing availability – sufficient capacity in the region negates the need for the interregional commute model. But capacity does not mean those units will be built.

### December 15, 2009 Meeting Main Issues Raised (changes from April meeting were implemented and presented)

Observations of the panel: DOF domestic migration rates seem high, our forecast is 2% below, makes sense. Housing affordability is affecting headship rates. In regard to interregional commuting, there is capacity within the region to house the workforce, but people may choose to live outside the region and commute in.

*This page intentionally left blank*

## SERIES 13

Panel members:	Bill Schooling	Department of Finance, Demographics Research Unit
	John Weeks	San Diego State University
	Dr. Hisham Foad	San Diego State University
	Dr. Jeff tayman	UCSD
	Ed Batchelder	City of Chula Vista
	Robert Barry	LAFCO
	Bill Chopyk	City of La Mesa
	Glen Campora	Housing and Community Development
SANDAG Staff	Clint Daniels	
	Beth Jarosz	
	Kirby Brady	
	Cheryl Mason	
	Mike Calandra	
Additional Outreach	Carmen Sandoval	SD Regional Chamber of Commerce
	Mark Cafferty	SD regional EDC
	Elyse Lowe	Move San Diego
	Susan Tinsky	SD County Housing Federation
	BH Kim	San Diego Foundation
	Cary Lowe	Endangered habitats League
	Mary Lydon	Urban Land Institute

### Main Issues Raised (09/20/2012) and Outcomes (02/04/2013)

Fertility Rates - SANDAG assumes a convergence to the White population by 2050. The expert review panel requested additional information that this was an appropriate assumption.

*SANDAG staff provided additional historical information indicating that fertility rates are converging towards the white average in the last 30 years.*

Life Expectancy - The expert review panel requested that SANDAG test the model with other life expectancy assumptions (especially those from US Census Bureau projections). Some models have 4-5 year increase in life expectancy.

*SANDAG updated tables with new life expectancy data, now almost exactly the same as U.S. Census Bureau projections for 2050 (except where SANDAG projections are slightly higher because local survival rates are slightly higher than national average).*

Domestic Migration Model – Expert review panel requested that SANDAG consider alternative approaches to calibrating and estimating the migration model.

*SANDAG updated the model estimation to use 1990 – present data in lieu of 1970 – present data.*

Domestic Migration Model – Expert review panel recommended reviewing Jim Chang’s work on using PUMS to estimate out-migrants.

*Revised based on new estimates of 2010 migration distribution (forward-aged the non-military population from 2000 Census, added foreign migrants, and compared with 2010 counts to reverse-estimate domestic migration)*

Household Size and Headship Rates – The expert review panel requested that SANDAG complete additional research on historical household size and headship rates.

*SANDAG completed additional research on household size and headship rates by race and sex. No changes to the model assumptions were indicated.*

Housing Stock – The expert review panel recommended hold mobile homes constant through the forecast period.

*SANDAG in coordination with the local jurisdictions held mobile homes consistent where general plans would allow.*

Residential Data – The expert review panel requested additional information on housing characteristics like units permitted and household size by ethnicity / race.

*SANDAG provided additional data where it was available to the expert review panel. No changes to the model assumptions were indicated.*

Housing Price – The expert review panel recommended updating the housing price model to reflect trends since 1990.

*SANDAG updated the housing model to reflect trends back to 1990.*

Income – The expert review panel recommended adjusting income to correct for compounding growth in the latter years of the forecast.

*SANDAG updated the income model by capping growth rates in output by sector.*

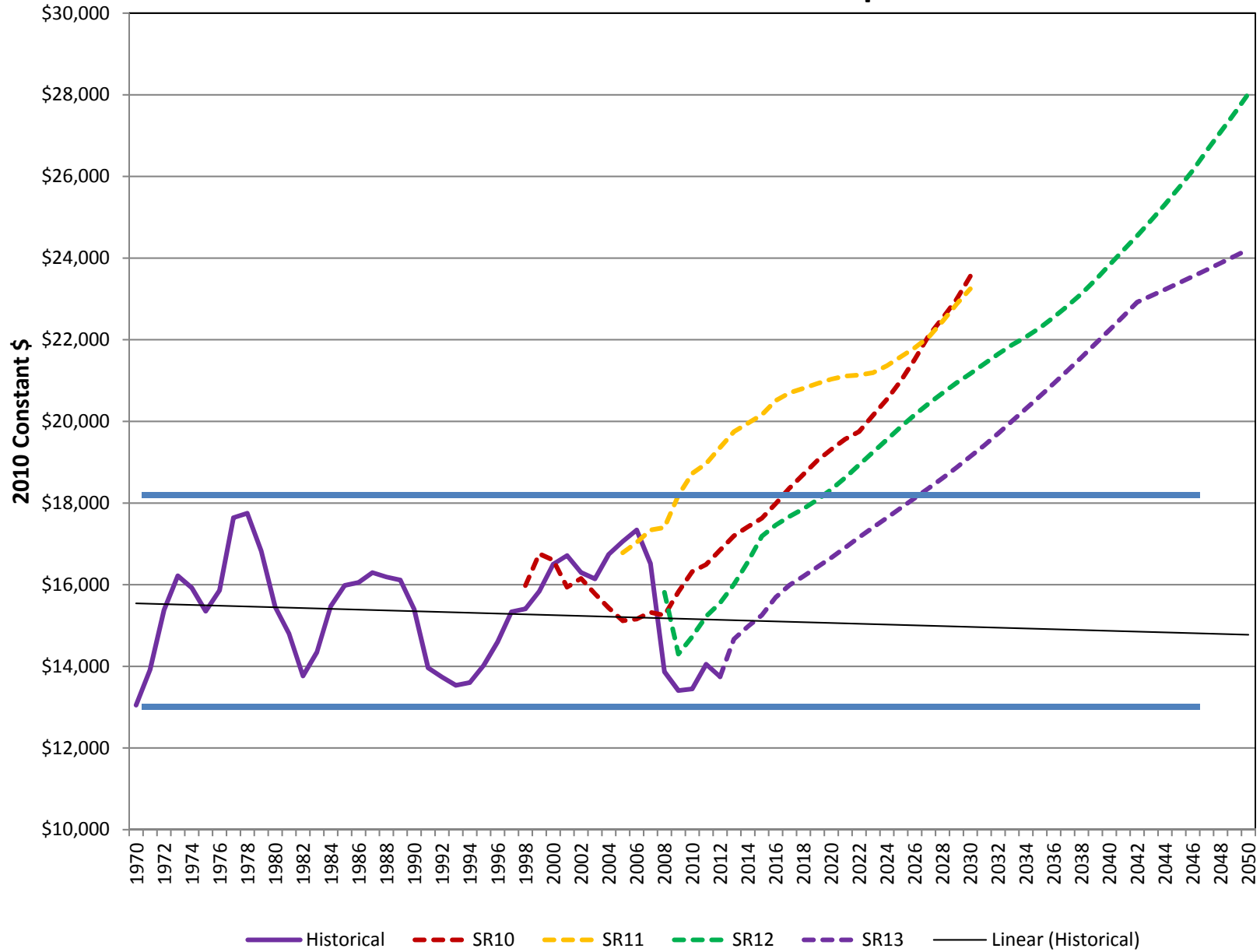
Job Growth and Unemployment – The expert review panel cautioned that unemployment rates may fall slower than the forecast would indicate.

*SANDAG reviewed the unemployment projections and concluded that slow population growth was the major driver of falling unemployment. No changes to the model assumptions were indicated.*

# EXHIBIT 3

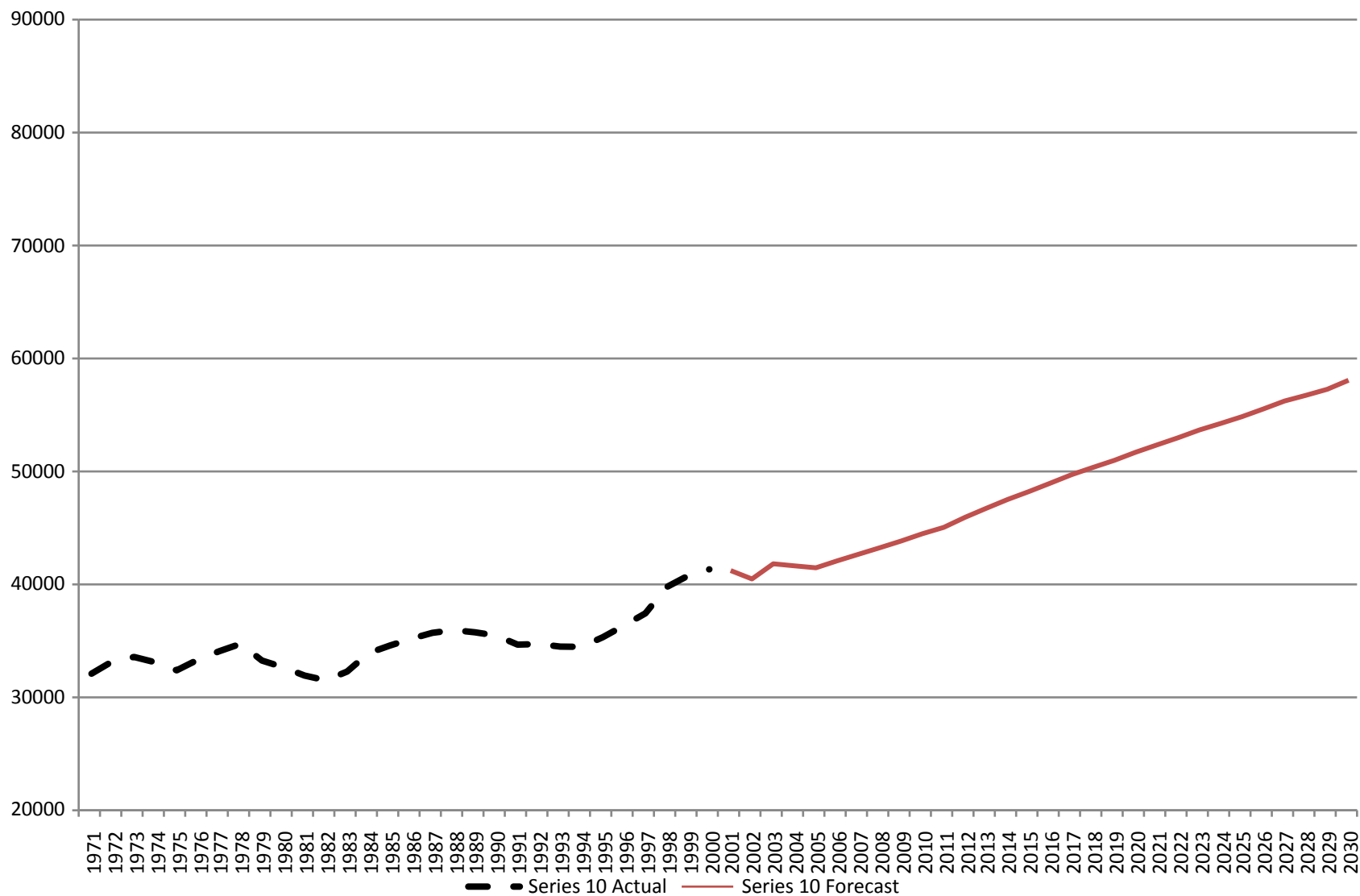


## Taxable Retail Sales Per Capita



# EXHIBIT 4

# Real Income per Capita 2010\$



# EXHIBIT 5

# Series 13

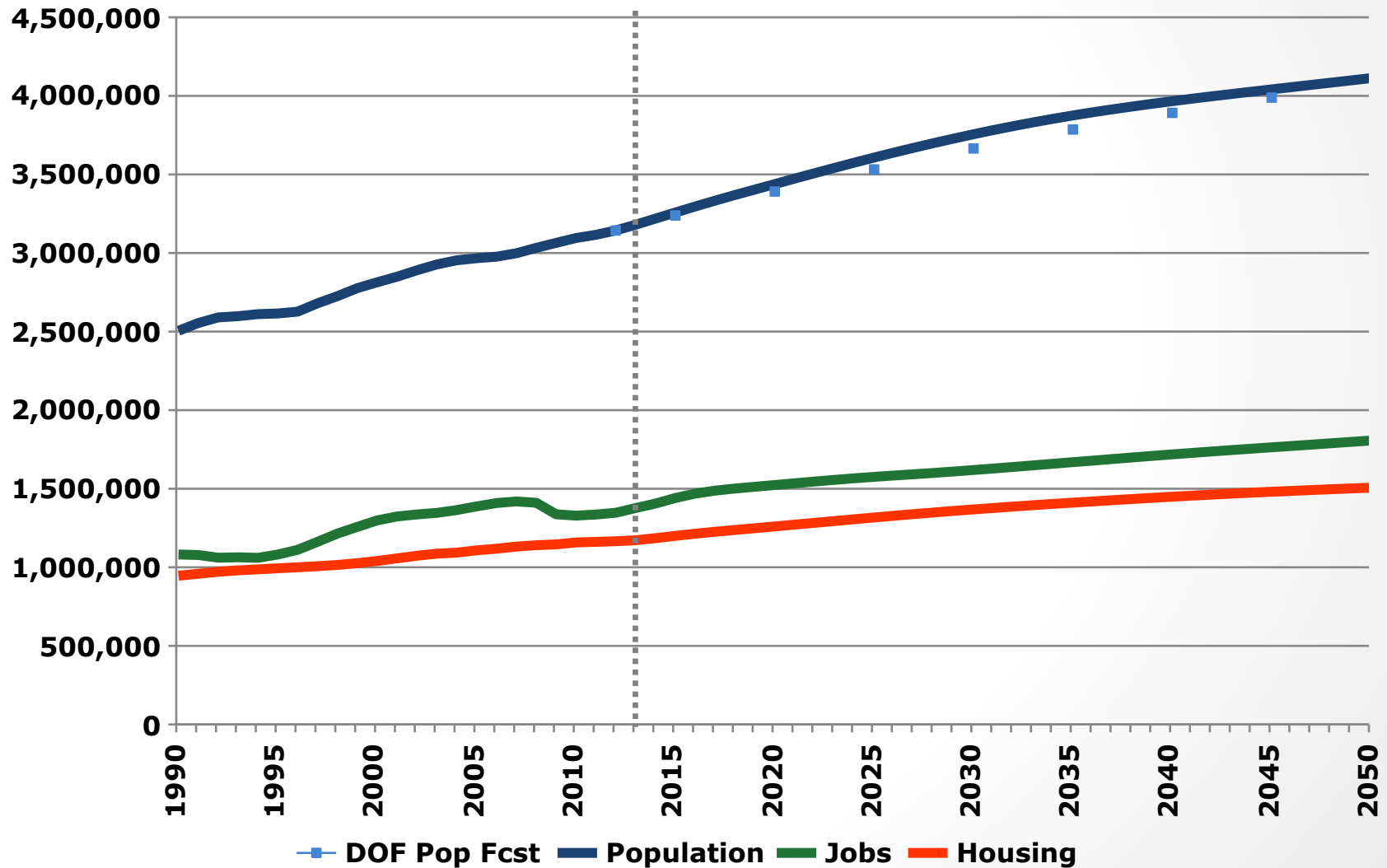
# Regional Growth

# Forecast

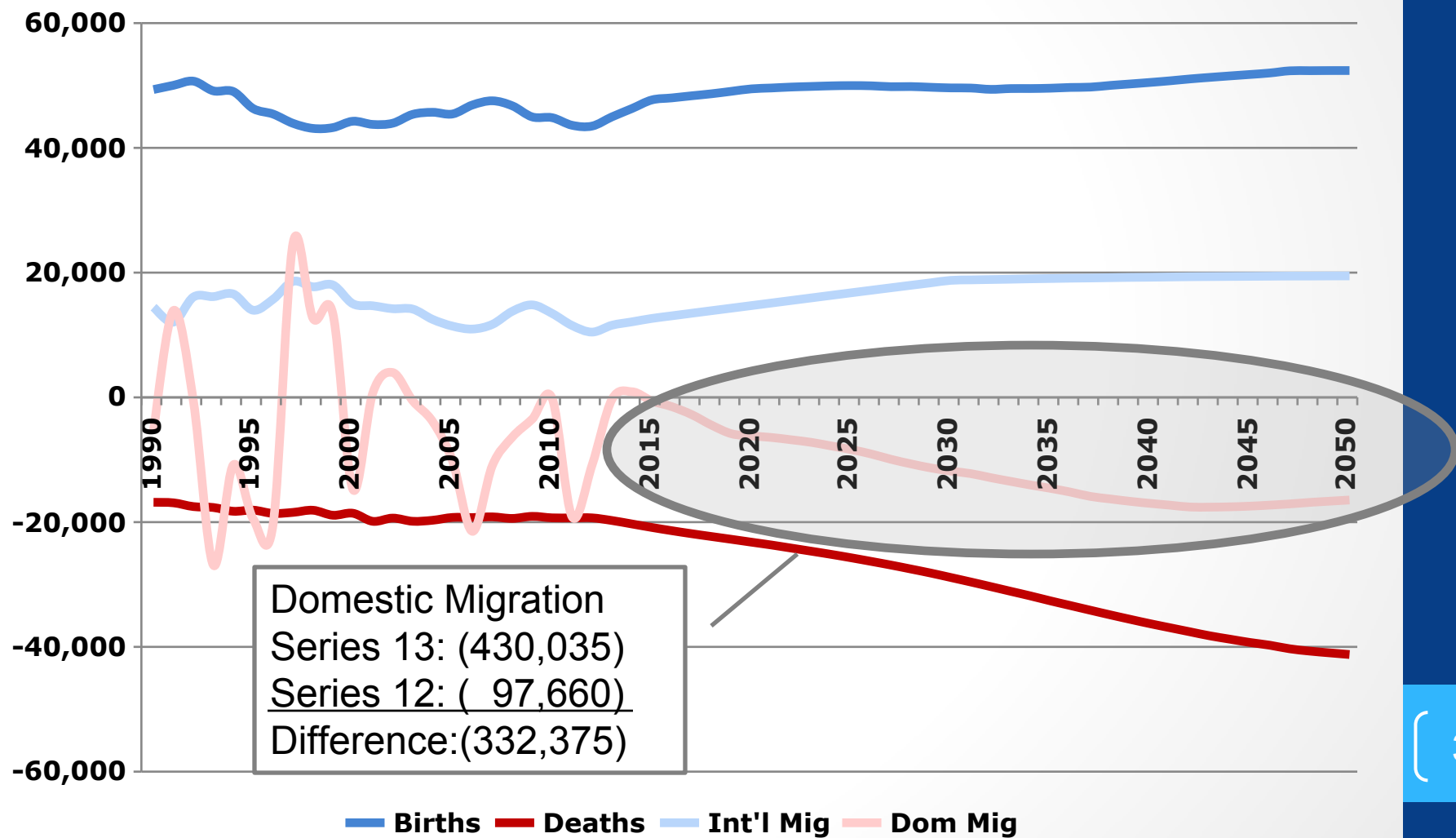
SANDAG Executive Team

January 14, 2013

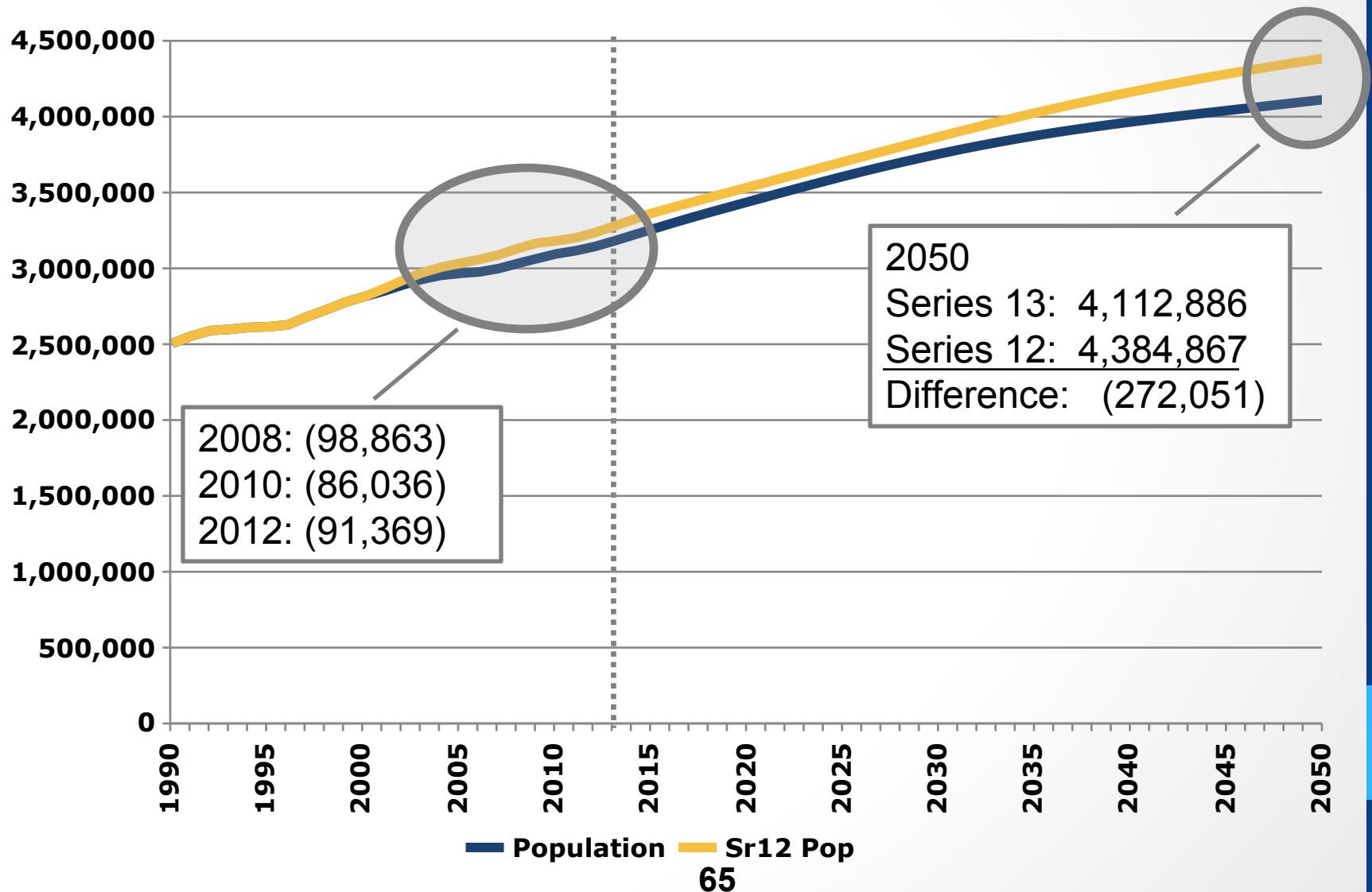
# Series 13 Overview



# Components of Population Change

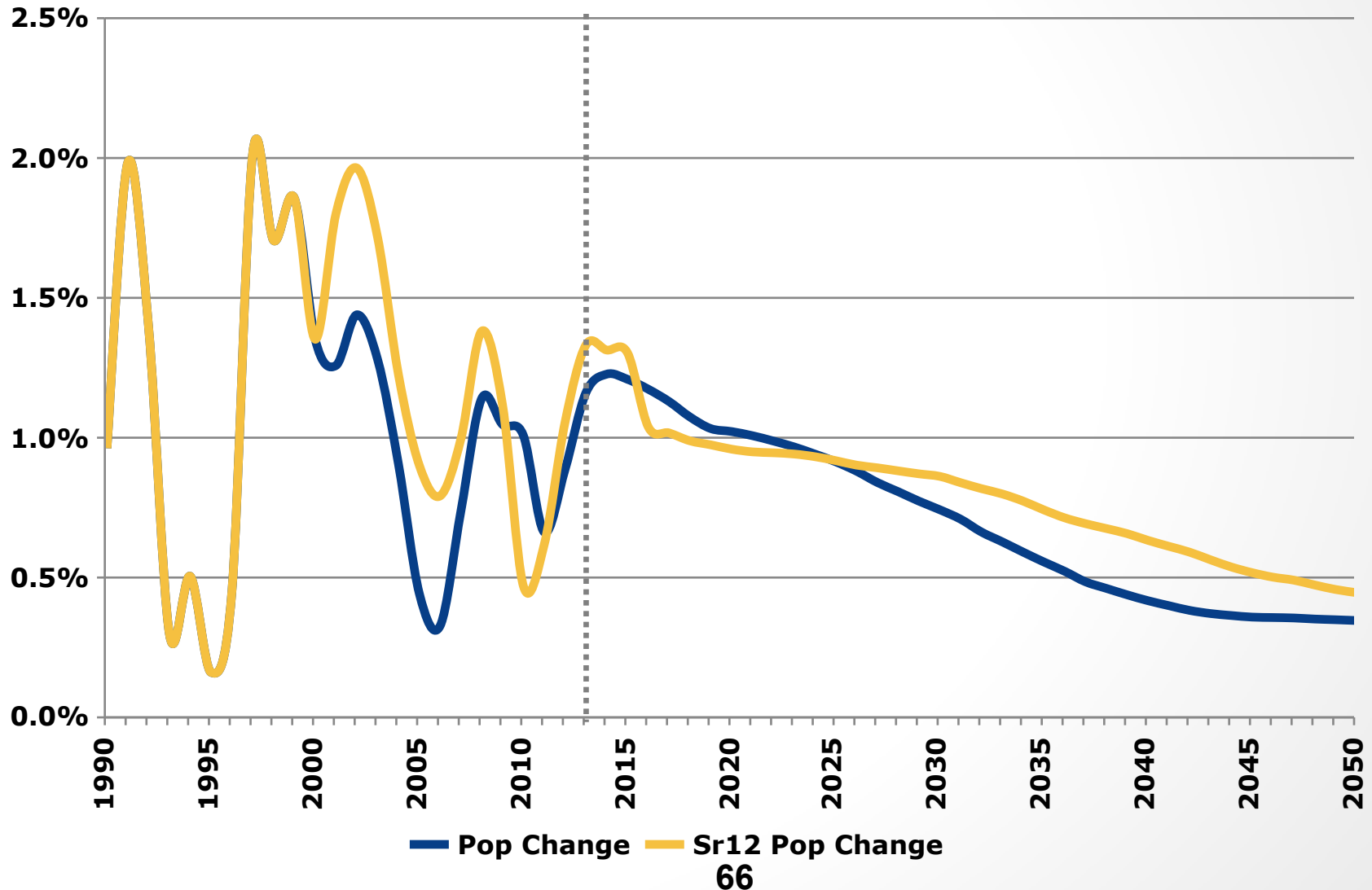


# Population Comparison

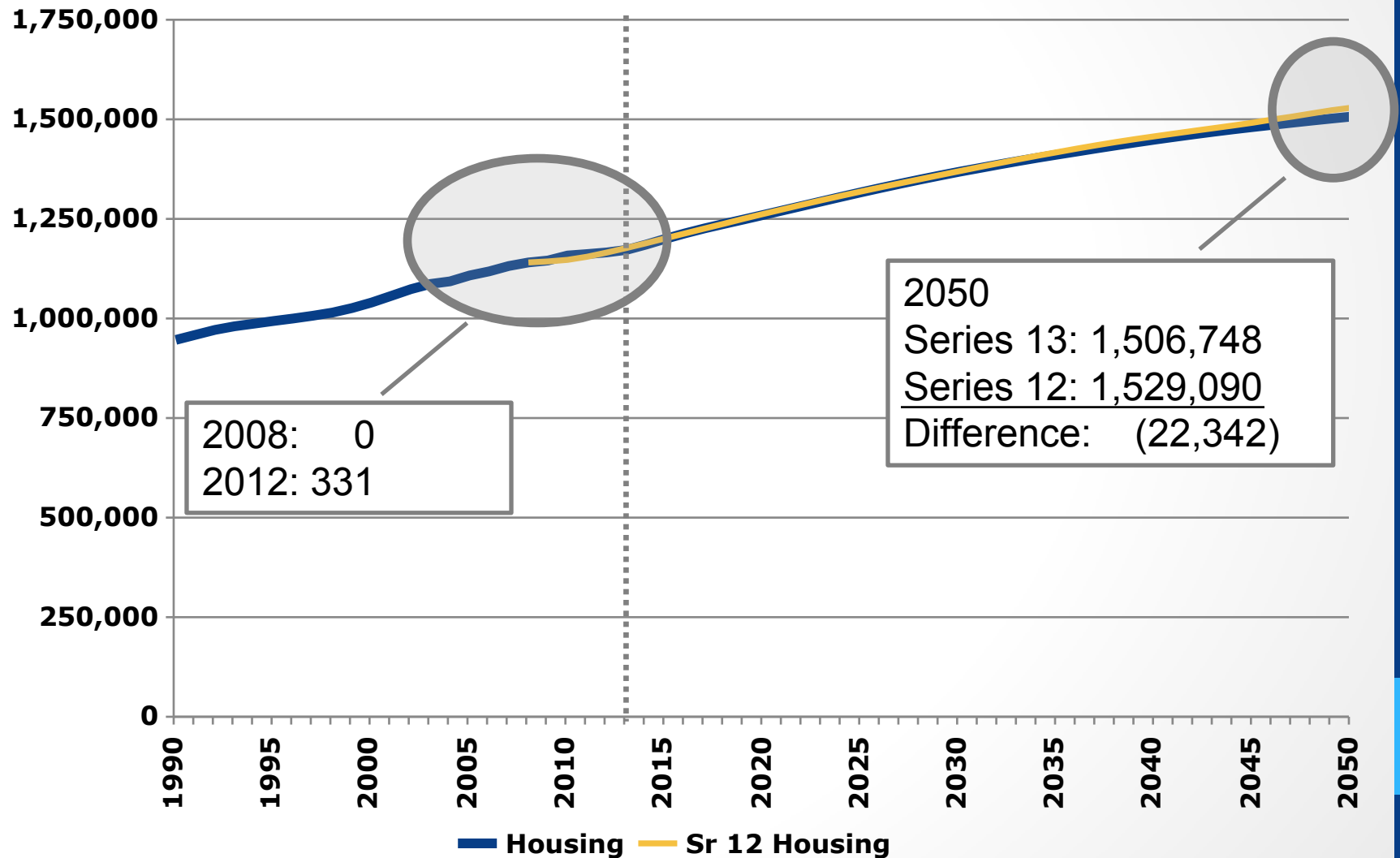




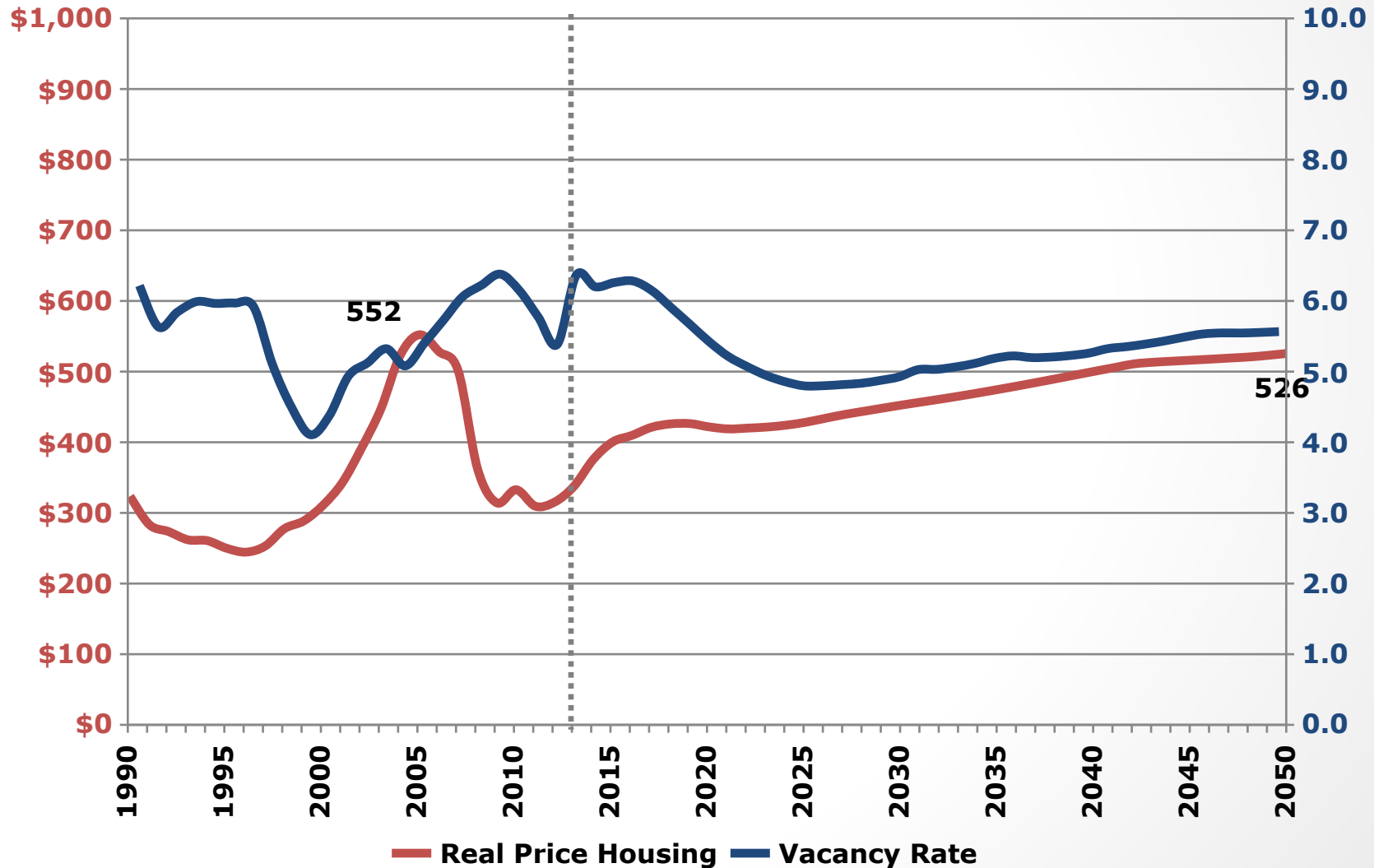
# Population: Rate of Change



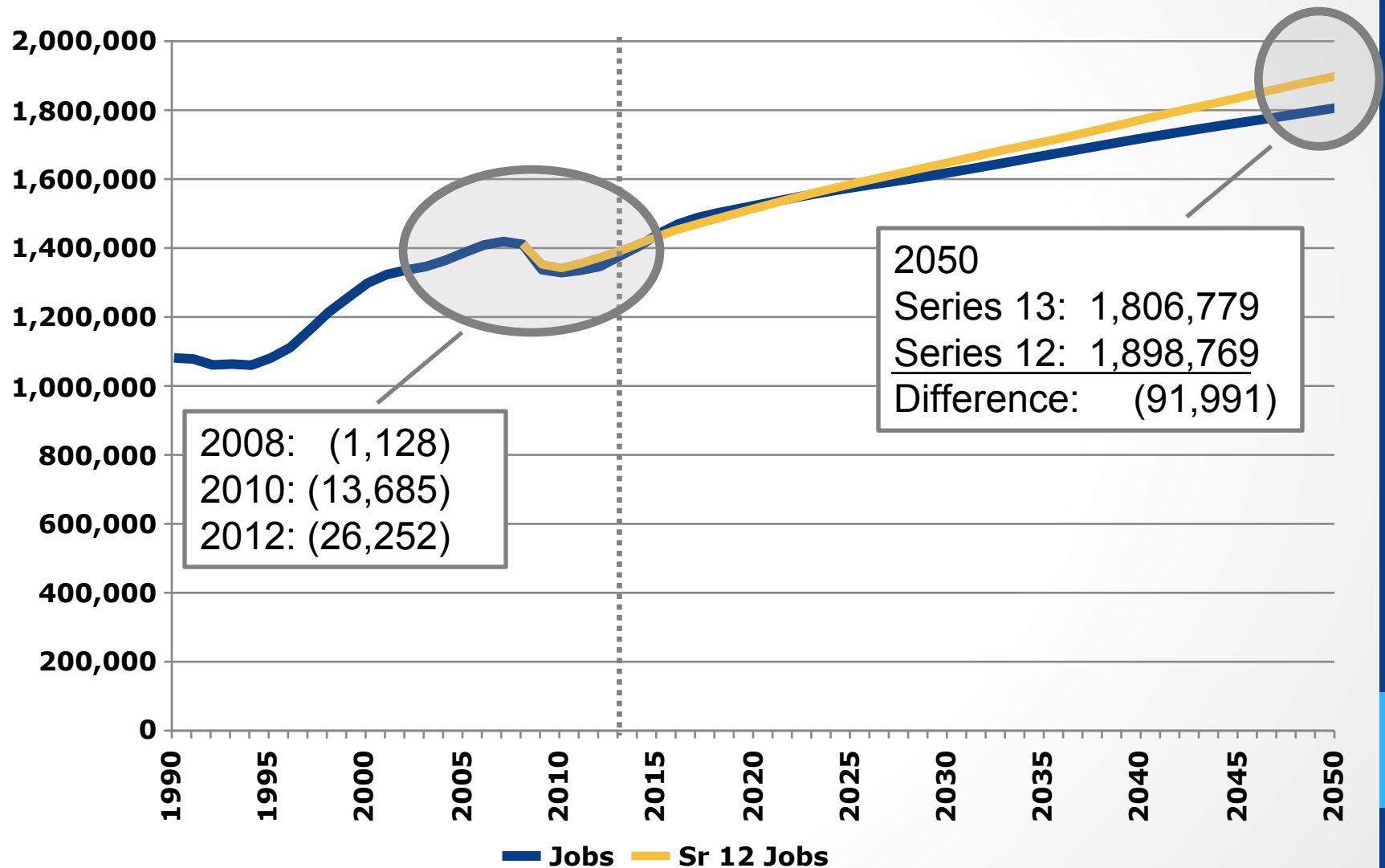
# Housing Comparison



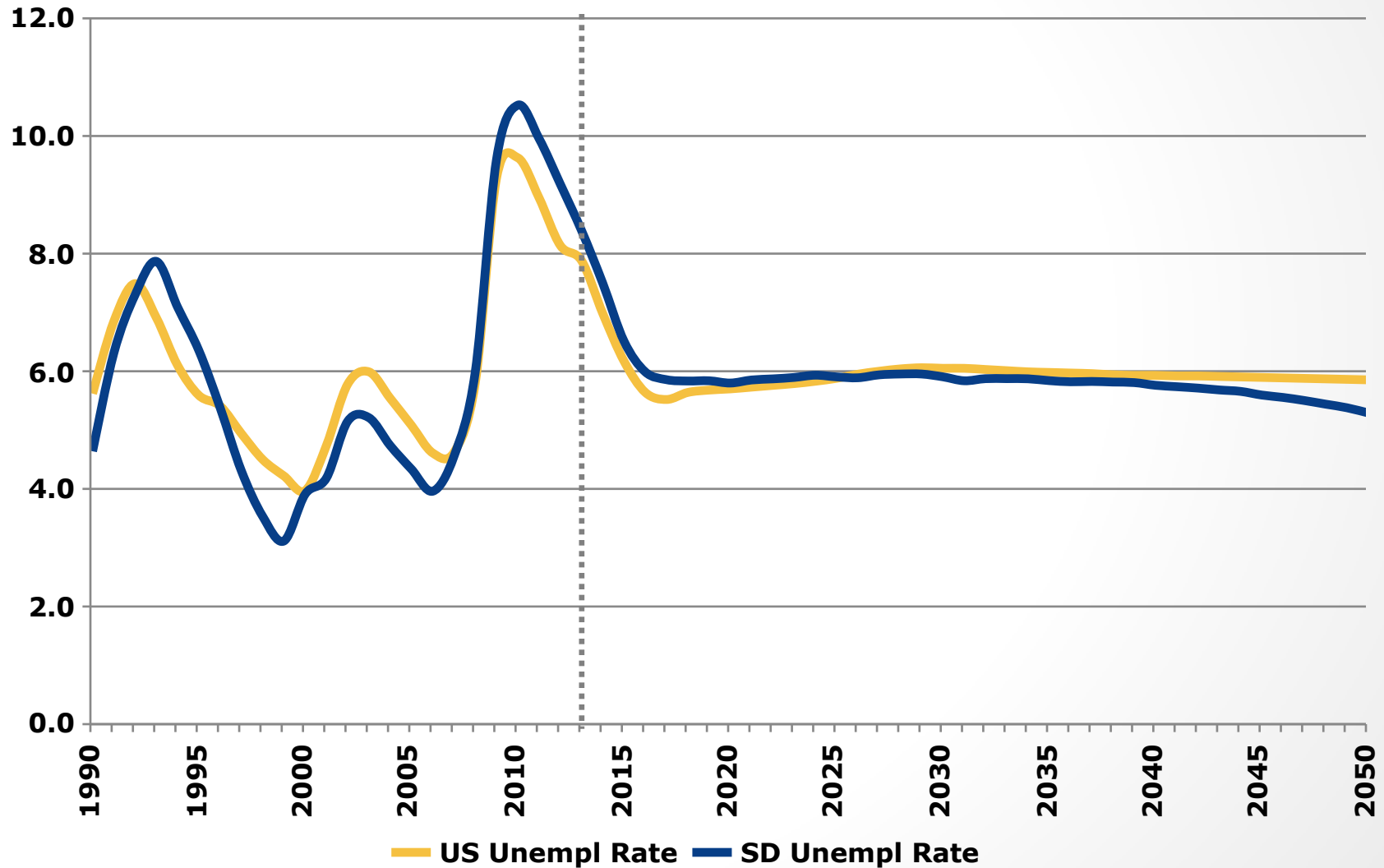
# Vacancy Rates and Home Prices



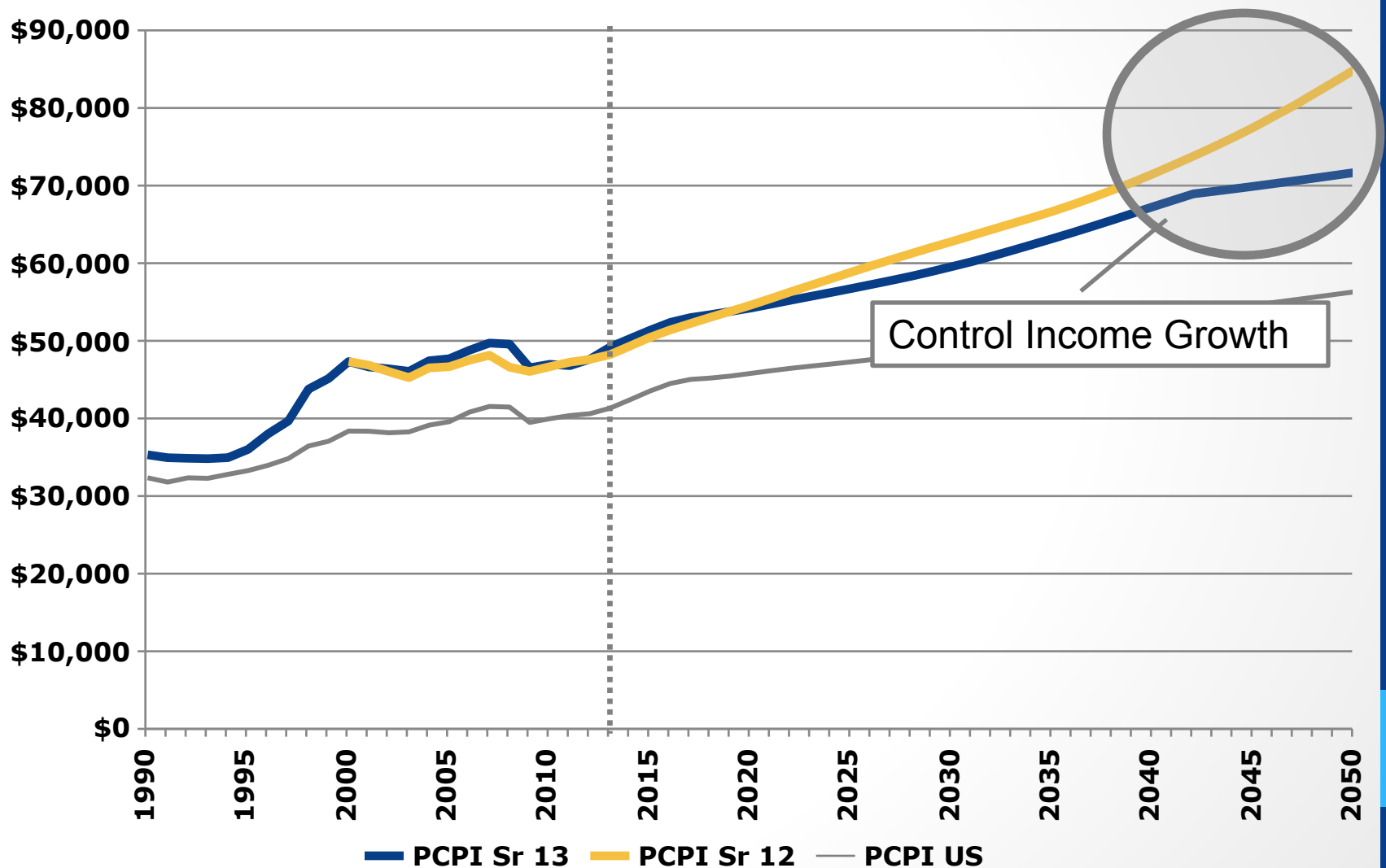
# Jobs Comparison



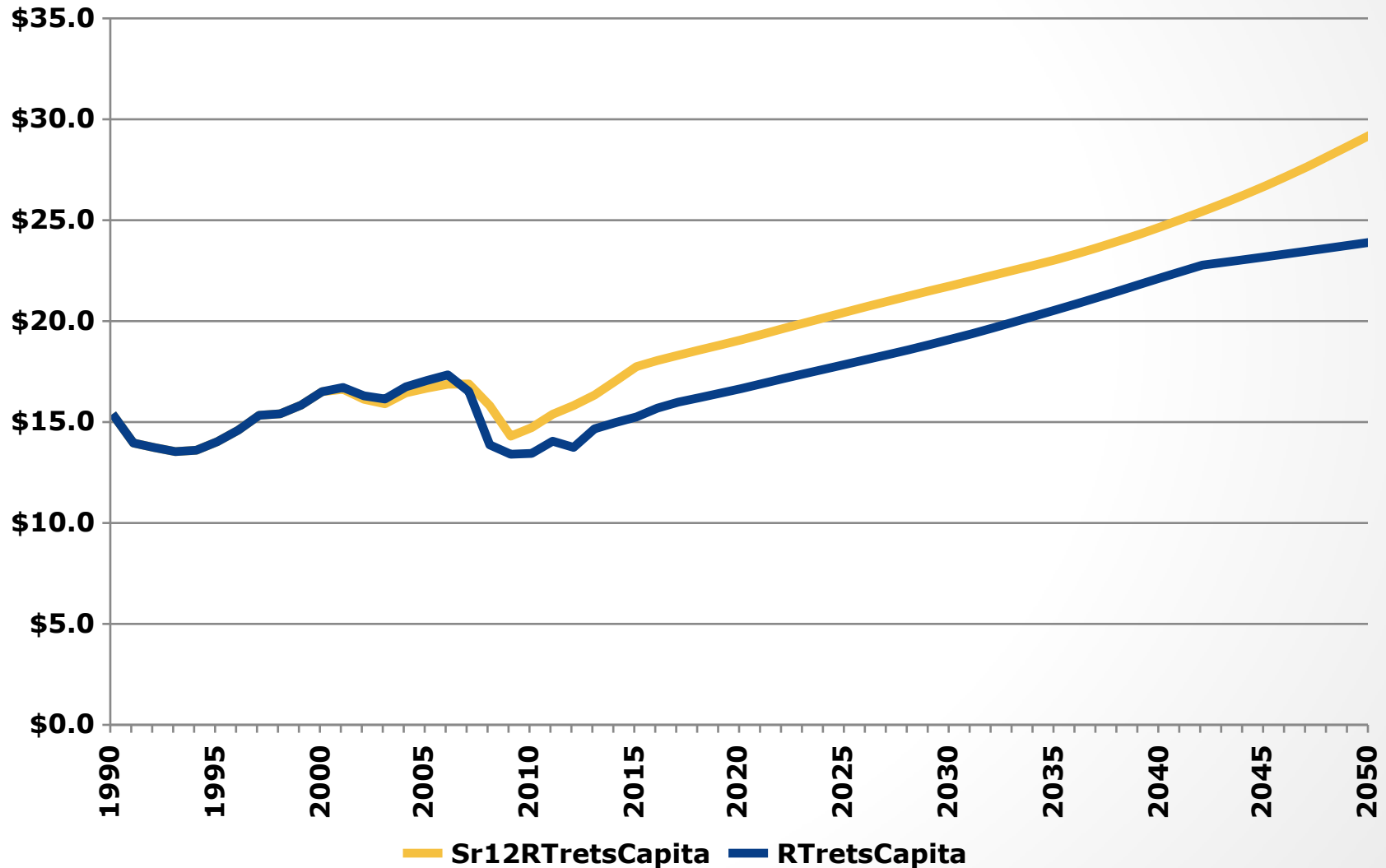
# Unemployment



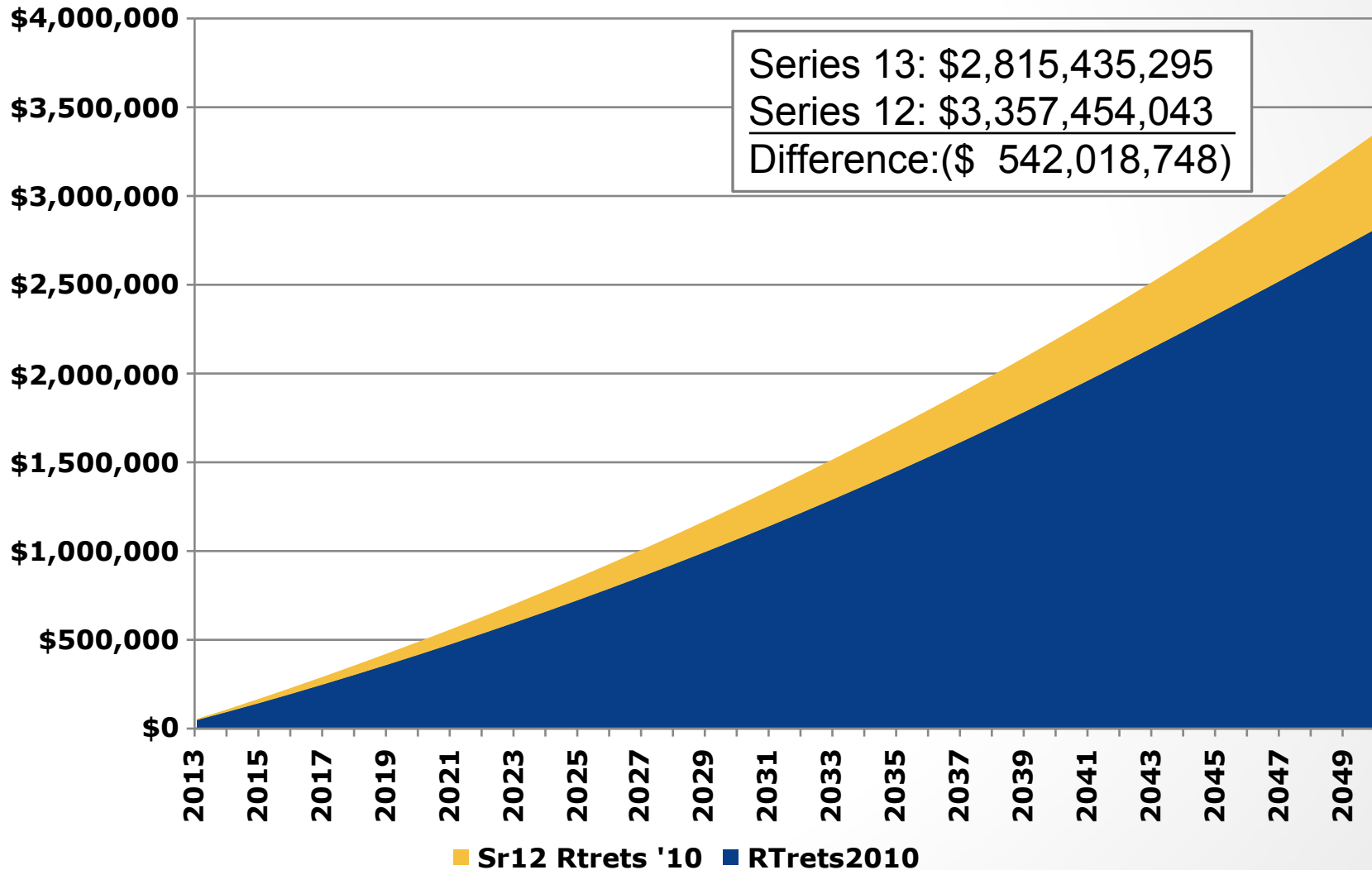
# Per Capita Income Comparison



# Taxable Retail Sales Per Capita



# Taxable Retail Sales





# Summary

Population	3,143,429	4,112,816	969,387	31%
Housing	1,165,818	1,506,748	340,930	29%
<i>Single Family</i>	<i>703,101</i>	<i>768,378</i>	<i>65,277</i>	<i>9%</i>
<i>Multi Family</i>	<i>420,147</i>	<i>703,116</i>	<i>282,969</i>	<i>67%</i>
Jobs	1,346,969	1,806,779	459,810	34%

- Review Age / Sex / Ethnicity Breakdown
- Await Final DOF Forecast
- Final Expert Panel Review Meeting

# EXHIBIT 6

---

**Subject:** Series 13: DEFM or REMI?  
**Location:** #Conf Room 7D

**Start:** Wed 9/7/2011 11:00 AM  
**End:** Wed 9/7/2011 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Daniels, Clint

Kurt / Marney:

Beth, Ed, and Daniel have been exploring the potential of moving off of DEFM for Series 13, because Itron is no longer supporting the DEFM framework. Our choices for Series 13 and the future are to:

1. Do nothing and stay with an ever more stale DEFM model
2. Bring DEFM in-house, update code base, and maintain
3. Go out to bid and hope to get REMI

We want to discuss with you and get your thoughts. We need to make a decision by the end of September at the very latest. See attached email for more information.

---

**From:** Jarosz, Beth <IMCEAEX-\_O=SANDAG\_OU=FIRST+20ADMINISTRATIVE+20GROUP\_CN=RECIPIENTS\_CN=BJA@sandag.org>  
**Sent:** Thursday, August 25, 2011 2:46 PM  
**To:** Daniels, Clint; Schafer, Ed; Flyte, Daniel; Sun, Wu  
**Subject:** RE: regionwide forecast model update options  
**Attachments:** Model Update Requirements - Summer 2011.docx

In advance of our meeting on Monday.... Please review the attached document. In particular, review the matrix showing model requirements and let me know if I have missed any key variables.

Have a lovely day!

Beth Jarosz  
t: 619-699-6997

-----Original Appointment-----

**From:** Jarosz, Beth  
**Sent:** Tuesday, August 16, 2011 2:37 PM  
**To:** Jarosz, Beth; Daniels, Clint (cdan@sandag.org); Schafer, Ed; Flyte, Daniel; Sun, Wu  
**Subject:** regionwide forecast model update options  
**When:** Monday, August 29, 2011 10:00 AM-11:30 AM (UTC-08:00) Pacific Time (US & Canada).  
**Where:** #Conf Room 8C

DEFM? REMI? Other?

For minimum model requirements, please see:  
M:\RES\estimates & forecast\SR13 Forecast

Variable	Needed for	DEFM	REMI	Sim model	Level of Importance
Population	UDM, PASEF, PopSyn	X	X	O	1
Household population	UDM, PASEF, PopSyn, Other (RHNA)	X		O	1
Group quarters	UDM, PASEF, PopSyn	X		O	1
GQ – military	UDM, PASEF, PopSyn	X		O	1
GQ – civilian, college	UDM, PASEF, PopSyn	X		O	1
GQ – civilian, other	UDM, PASEF, PopSyn	X		O	1
Housing units	UDM, PASEF, PopSyn, Other (RHNA)	X			1
Jobs (civ, mil, by industry)	UDM	**	X		1
Households	UDM, PopSyn, Other (RHNA)	X		O	1
Households by income	UDM, PopSyn	X		O	1
Households by size	UDM, PopSyn	O		O	2
Households by children	UDM, PopSyn	O		O	2
Population by race/ethnicity	PASEF, PopSyn	X	O	O	1
Population by age	PASEF, PopSyn	X	X	O	1
Population by sex	PASEF, PopSyn	X	X	O	1
Population by crosstab race, age, sex	PASEF, PopSyn, Other	X		O	1
Labor force	Other	X	X	O	1
Home price	PECAS, Other	X	X		1
Income by source	PECAS, Other	X	X		1
Output by industry	PECAS, Other	**	X		1
Inflation (CPI, GDP defl.)	Other (incl. TransNet)	X	O		1
Taxable retail sales	Other (incl. TransNet)	X	?		1
College enrollment	PECAS	X	X	O	1
K-12 enrollment	PECAS	X		O	1
Export / Import totals by industry	PECAS	O	X		3

X = in the model, O = model development or update needed, \*\* = technical update (updating industry structure and market indices)

Level of importance: 1 = must have, 2 = could do off-model in-house, 3 = wish list, but not mandatory

### Regional Model Options

Pros	Cons
<b>Keep DEFM</b>	
Long history of successful modeling	Heavy lift of in-house code work
Would keep Series 13 in line with prior forecasts	Written in C... would need to be converted?
	Limited in-house econometric experience
<b>Move to REMI</b>	
Becoming the “industry standard”	Only 4 race/ethnic groups
Occupation and trade flow data not currently in DEFM	No gender detail on race/ethnic/age data
	No housing, household, or household population projections (note: REMI aware of the shortcoming, has a post-processor for Michigan DOT, and is working

	toward building that into model)
	No projections of households by income
	Inconsistent with prior forecasts
<b>REMI plus a dynamic household simulation model</b>	
Leverages benefits of REMI	Level of effort/time to build a household simulation model
Provides needed demographic and household detail	Inconsistent with prior forecasts
<b>Purchase a forecast from IHS, Moody's or other vendor</b>	
Simple and credible solution	No flexibility in forecasting
	Inconsistent with prior forecasts
<b>Work with a local consultant on a SANDAG forecast (e.g. Steve Levy)</b>	
Simple and credible solution	Less flexibility in forecasting (?)
	Inconsistent with prior forecasts
<b>Develop a new model (partner with university or private consultant)</b>	
Ultimately the most flexible solution	Time constraints
	Inconsistent with prior forecasts

#### Other MPOs' experience:

- Detroit: REMI with PUMS-based technique for turning population into household population and households
- ARC: REMI with "Detroit" method
- Mid-Region (New Mexico): REMI with household size and vacancy rates applied to project households and housing
- MAG: \_\_\_\_
- SCAG: Steve Levy at the Center for Continuing Study of the California Economy
- SACOG: Steve Levy at the Center for Continuing Study of the California Economy
- Houston: In-house fully micro-simulated population projection

#### Useful links:

<http://www.yorkshirefutures.com/resources/regional-econometric-model>

[http://www.ihs.com/products/global-insight/index.aspx?pu=1&rd=globalinsight\\_com](http://www.ihs.com/products/global-insight/index.aspx?pu=1&rd=globalinsight_com)

<http://www.remi.com/>

<http://www.riks.nl/projects/SimDelta>

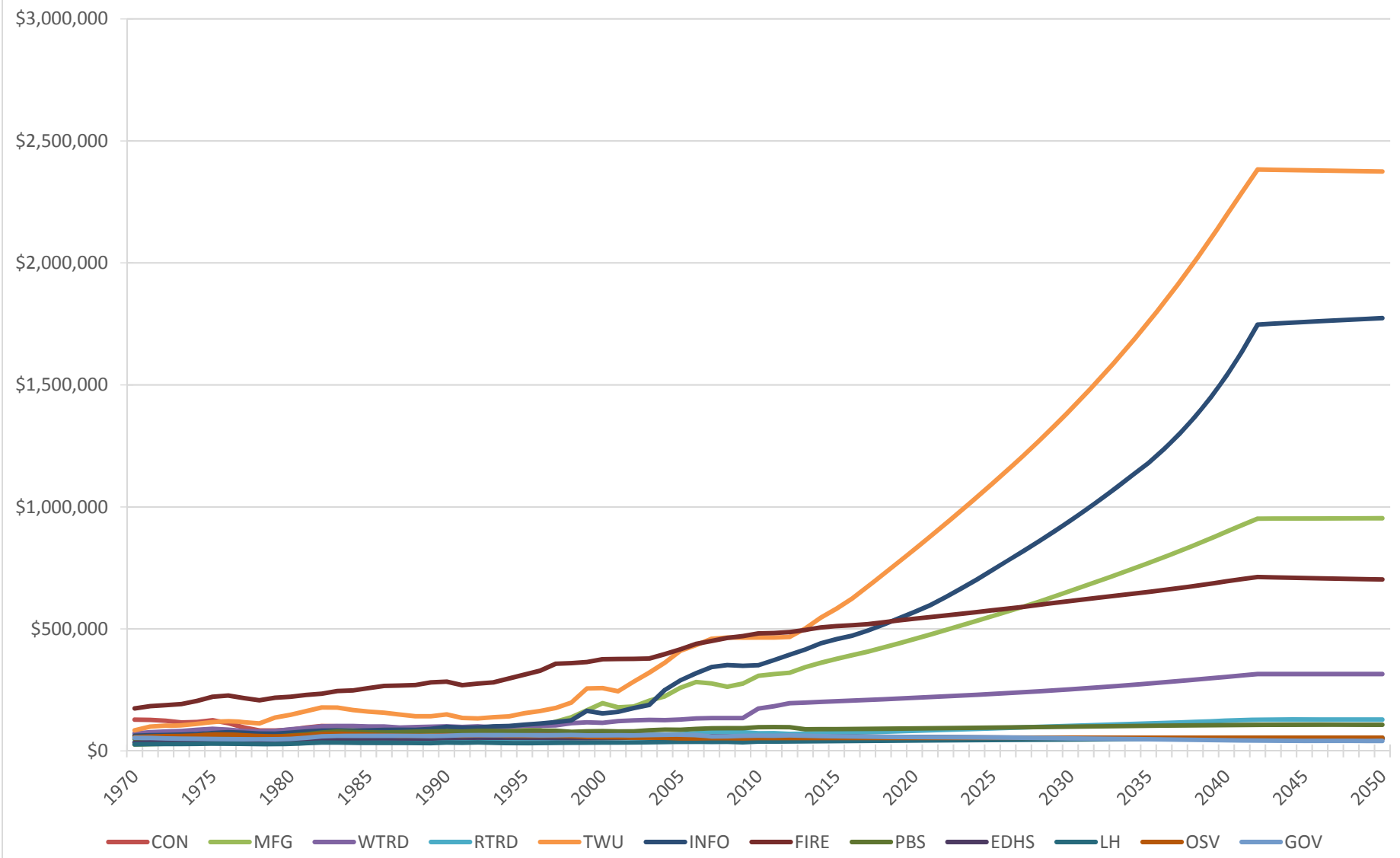
[http://www.ccsce.com/Contract\\_research.php](http://www.ccsce.com/Contract_research.php)

#### Future model update "wish list"

- Dynamic microsimulation model
- Integrated feedback between regionwide model and PECAS (using IMPLAN factors)

# EXHIBIT 7

SD Output per Worker by Industry  
(current USD)





# EXHIBIT 8

Pages / Series 13 Regional Growth Forecast

# Income Calibration and Tuning

Created by Daniel Flyte, last modified on Oct 17, 2014

This page describes the steps necessary to estimate the Series 13 Subregional Income model (SR13IncomeCalibration), including how to tune (or override) model parameters at runtime. Income model estimation and tuning is an essential step in developing detailed subregional characteristics. For a detailed specification of the income calibration model, refer to the SR13 Income Calibration Technical Document.

The income tuning process is an iterative process which involves running the UDM Detailed Characteristics model, evaluating the LUZ income distributions and medians, modifying parameters and/or tuning switches, and repeating.

- i** NOTE: The SR13 income distribution from DEFM has known problems, and is therefore not used as the control. Upon staff review, it was determined that the real household median income is much higher than would be expected. Therefore, a modified 2050 median income target was generated by taking the average of the DEFM 2050 median income and the percent change in real median household income from 1970 to 2010 using the cumulative CPI-U from BLS. The real change was approximately 5% over that period. Increasing the base year income by 5% and averaging that with the DEFM 2050 modeled income resulted in a new regionwide real median household of \$83,300.

## Step-by-step guide

The instructions listed here assume that the DEFM regionwide income series has been created and validated.

1. Execute the SR13IncomeCalibration program. This estimates each of the three parameters used to generate households by income interval for each LUZ. These parameters are stored in the table `dbo.luz_income_parms`. Specifically, these are the standard deviation factor, `asd`; the exponential smoothing term `nla`; and the median income parameter. These parameters specify the adjusted log-normal curve that the model fits.
2. Populate the table `dbo.luz_dc_inc_ovr`. This table provides tuning overrides whereby users may specify alternative parameter specifications at an LUZ level. Additionally, the user may override the calculation of the income distribution using an income switch. The switch takes one of three values. For nearly all LUZs, we will use the default switch of 3. The following SQL statement shows how to populate this table for the first increment.  

```
INSERT dbo.luz_dc_inc_ovr (scenario, increment, luz, income_median, asd, nla, income_switch)
SELECT 0, 2012, luz, inc_median, 0, 0, 3
FROM dbo.luzbase
WHERE scenario = 0
AND increment = 2012
```
3. Open UDM and click on the Detailed Characteristics button to open the Detailed Characteristics program. Check the first Overrides box so as to apply LUZ income parameter overrides. Specify the increment and scenario, and click Run.

The first execution essentially provides a Detailed Characteristics model with no changes from the original income model parameters. This is an important baseline to evaluate the resulting LUZ income distributions and medians. It also helps to evaluate the degree to which the regional modeled median income matches the DEFM regionwide target.

4. Next, execute the following query to evaluate the change in LUZ median income between the base year and the first increment.

```
SELECT m1.luz, g.alias, m1.inc_median as base_yr_inc, m2.inc_median as fcst_yr_inc, m2.hh as newHH,
m2.hh - m1.hh as diffHH,
```

```
CASE
```

```
    WHEN m1.inc_median = 0 THEN 0 ELSE ROUND(((CAST(m2.inc_median as float)/
CAST(m1.inc_median as float) - 1) * 100, 2) END as pctIncChange
```

```
FROM dbo.luzbase m1,
```

```
    dbo.luzbase m2,
```

```
    data_cafe.dbo.geography_zone g
```

```
WHERE m1.increment = 2012
```

```
AND m2.increment = 2020
```

```
AND m1.luz = m2.luz
```

```
AND g.geo_type_id = 64
```

```
AND g.zone = m1.luz
```

```
AND m1.scenario = 1
```

```
AND m2.scenario = 1
```

```
ORDER BY pctIncChange desc
```

5. This query returns the base base year median, the forecast median, the forecast year households, numeric



change in households between the base year and first increment, and the percent change in income. Inspect the results for extreme gains or losses in median income. Also, since the query returns 0 for LUZs in which the base year income is 0 (because there are no households present), be sure to check the LUZs whose percent change is 0. Most often, when a previously unpopulated LUZ generates new households during the increment, the resulting median income and distribution is extreme. Therefore, we will need to override the income model switch in the overrides table. Take note of any LUZ fitting these characteristics.

6. Next, check the modeled regionwide median income against the DEFM regional control. To do that, execute the following query. (Note: the query assumes that the first increment is 2020.)

```
SELECT 'udm', SUM(i1) i1, SUM(i2) i2, SUM(i3) i3, SUM(i4) i4, SUM(i5) i5, SUM(i6) i6, SUM(i7) i7, SUM(i8) i8, SUM(i9) i9, SUM(i10) i10,
```

```
    dbo.compute_median_inc(SUM(i1), SUM(i2), SUM(i3), SUM(i4), SUM(i5), SUM(i6), SUM(i7), SUM(i8), SUM(i9), SUM(i10))
```

```
FROM dbo.luzbase
```

```
WHERE increment = 2020
```

```
AND scenario = 0
```

```
UNION ALL
```

```
SELECT 'defm', i1, i2, i3, i4, i5, i6, i7, i8, i9, i10, dbo.compute_median_inc(i1, i2, i3, i4, i5, i6, i7, i8, i9, i10)
```

```
FROM dbo.reg_fcst
```

```
WHERE year = 2020
```

```
AND scenario = 0
```

This query returns the modeled income distribution and median for the first increment followed by the DEFM distribution and median. This query executes a stored procedure `dbo.compute_median_inc`, which calculates the median for interval data.

7. Compare the modeled regionwide median against the DEFM regionwide median income control. The UDM (or modeled) median should be lower than that of DEFM. Since we do not presently control to the DEFM



## Related articles

[Income Calibration and Tuning](#)

# EXHIBIT 9

---

**From:** Brady, Kirby <Kirby.Brady@sandag.org>  
**Sent:** Thursday, January 22, 2015 3:07 PM  
**To:** Cox, Marney  
**Cc:** Daniels, Clint  
**Subject:** RE: Series 13 final  
**Attachments:** Econ1Out.xls

Hi Marney,

The attached spreadsheet has taxable retail sales in 000s (TRetS) and real taxable retail sales (R\_Trets) from Series 13.

Regards,

Kirby

**Kirby Brady**

Associate Research Analyst

Regional Models



(619) 699-6924

[www.sandag.org](http://www.sandag.org)

---

**From:** Daniels, Clint  
**Sent:** Thursday, January 22, 2015 8:48 AM  
**To:** Brady, Kirby  
**Cc:** Cox, Marney  
**Subject:** RE: Series 13 final

Kirby:

Can you work with Marney to get him the information he is looking for? Thanks.

Clint Daniels  
Manager of Regional Models  
ph: 619.699.6946

---

**From:** Cox, Marney  
**Sent:** Wednesday, January 21, 2015 10:52 AM  
**To:** Daniels, Clint  
**Subject:** Series 13 final

Hi Clint, can you point me (link) to the correct and most recent regional growth forecast (series 13) data file. I need to get the annual taxable retail sales forecasts from the DEFM output. Thanks.

Marney Cox  
Chief Economist  
San Diego Association of Governments  
401 B Street, Suite 800  
San Diego CA. 92101  
(619) 699-1930  
[mco@sandag.org](mailto:mco@sandag.org)

# EXHIBIT 10



FileHomeInsertPage LayoutFormulasDataReviewView

Normal

Page Break Preview

Page Layout

Custom Views

☒ Ruler

☒ Formula Bar

☒ Gridlines

☒ Headings

Workbook Views

Show

Zoom

100%

Zoom to Selection

Zoom

New Window

Arrange All

Freeze Panes

Split

Hide

Unhide

Window

View Side by Side

Synchronous Scrolling

Reset Window Position

Switch Windows

Macros

Macros

Q22																	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O		
5				Taxable Sales	Taxable Sales	1/2 cent Sales Tax les	1/2 cent Sales Tax les	1/4 Cent Sales Tax les	1/4 Cent Sales Tax les								
6		Year #	Year	(nominal \$)	(Real 2015 \$)	BOE fees (nominal \$)	BOE fees (Real 2015 \$)	BOE fees (nominal \$)	BOE fees (Real 2015 \$)								
7		1	2017	\$ 63,779,396,981	\$ 60,742,282,839	\$ 315,708,015	\$ 300,674,300	\$ 68,699,519	\$ 65,428,112.93					2017	\$ 315,708,015		
8		2	2018	\$ 67,069,069,665	\$ 62,100,990,431	\$ 331,991,895	\$ 307,399,903	\$ 72,242,966	\$ 66,891,635.04					2018	\$ 331,991,895		
9		3	2019	\$ 70,435,717,185	\$ 63,455,601,068	\$ 348,656,800	\$ 314,105,225	\$ 75,869,326	\$ 68,350,744.14					2019	\$ 348,656,800		
10		4	2020	\$ 73,939,247,861	\$ 65,432,962,709	\$ 365,999,277	\$ 323,893,165	\$ 79,643,129	\$ 70,480,645.00					2020	\$ 365,999,277		
11		5	2021	\$ 77,695,954,484	\$ 66,979,271,107	\$ 384,594,975	\$ 331,547,392	\$ 83,689,638	\$ 72,146,239.97					2021	\$ 384,594,975		
12		6	2022	\$ 81,579,728,995	\$ 68,554,394,113	\$ 403,819,659	\$ 339,344,251	\$ 87,873,018	\$ 73,842,872.38					2022	\$ 403,819,659		
13		7	2023	\$ 85,572,768,625	\$ 70,141,613,627	\$ 423,585,205	\$ 347,200,987	\$ 92,174,092	\$ 75,552,534.46					2023	\$ 423,585,205		
14		8	2024	\$ 89,692,657,984	\$ 71,754,126,387	\$ 443,978,657	\$ 355,182,926	\$ 96,611,801	\$ 77,289,440.98					2024	\$ 443,978,657		
15		9	2025	\$ 93,938,034,375	\$ 73,389,089,355	\$ 464,993,270	\$ 363,275,992	\$ 101,184,678	\$ 79,050,529.58					2025	\$ 464,993,270		
16		10	2026	\$ 98,304,576,803	\$ 75,041,661,682	\$ 486,607,655	\$ 371,456,225	\$ 105,888,068	\$ 80,830,585.97					2026	\$ 486,607,655		
17	Total - through first 10 years						\$ 3,354,080,367		\$ 729,863,340.46					2027	\$ 508,747,296		
18														2028	\$ 531,597,527		
19		11	2027	\$ 102,777,231,449	\$ 76,699,426,454	\$ 508,747,296	\$ 379,662,161	\$ 110,705,755	\$ 82,616,235.37					2029	\$ 555,414,751		
20		12	2028	\$ 107,393,439,894	\$ 78,389,372,185	\$ 531,597,527	\$ 388,027,392	\$ 115,678,071	\$ 84,436,548.25					2030	\$ 580,052,926		
21		13	2029	\$ 112,205,000,209	\$ 80,146,428,721	\$ 555,414,751	\$ 396,724,822	\$ 120,860,809	\$ 86,329,149.06					2031	\$ 605,323,030		
22		14	2030	\$ 117,182,409,382	\$ 81,376,673,182	\$ 580,052,926	\$ 402,814,532	\$ 126,222,189	\$ 87,654,298.03					2032	\$ 631,819,275		
23		15	2031	\$ 122,287,480,890	\$ 83,188,762,510	\$ 605,323,030	\$ 411,784,374	\$ 131,721,080	\$ 89,606,177.01					2033	\$ 659,093,352		
24		16	2032	\$ 127,640,257,507	\$ 85,093,505,005	\$ 631,819,275	\$ 421,212,850	\$ 137,486,785	\$ 91,657,856.68					2034	\$ 687,198,760		
25		17	2033	\$ 133,150,172,076	\$ 87,026,256,259	\$ 659,093,352	\$ 430,779,968	\$ 143,421,750	\$ 93,739,705.79					2035	\$ 716,116,223		
26		18	2034	\$ 138,828,032,299	\$ 88,992,328,397	\$ 687,198,760	\$ 440,512,026	\$ 149,537,616	\$ 95,857,446.25					2036	\$ 745,900,409		
27		19	2035	\$ 144,669,943,951	\$ 90,418,714,969	\$ 716,116,223	\$ 447,572,639	\$ 155,830,189	\$ 97,393,868.28					2037	\$ 776,853,853		
28		20	2036	\$ 150,686,951,411	\$ 92,445,982,461	\$ 745,900,409	\$ 457,607,613	\$ 162,311,366	\$ 99,577,524.88					2038	\$ 808,859,259		
29	Total - through first 20 years						\$ 7,530,778,745		\$ 1,638,732,150.06					2039	\$ 842,280,392		
30														2040	\$ 877,034,943		
31		21	2037	\$ 156,940,172,235	\$ 93,976,151,039	\$ 776,853,853	\$ 465,181,948	\$ 169,046,977	\$ 101,225,734.95					2041	\$ 913,535,423		
32		22	2038	\$ 163,405,910,923	\$ 96,121,124,072	\$ 808,859,259	\$ 475,799,564	\$ 176,011,501	\$ 103,536,177.22					2042	\$ 952,036,035		
33		23	2039	\$ 170,157,654,895	\$ 97,791,755,687	\$ 842,280,392	\$ 484,069,191	\$ 183,284,094	\$ 105,335,686.05					2043	\$ 982,563,251		
34		24	2040	\$ 177,178,776,356	\$ 99,538,638,402	\$ 877,034,943	\$ 492,716,260	\$ 190,846,844	\$ 107,217,328.19					2044	\$1,014,049,716		
35		25	2041	\$ 184,552,610,763	\$ 101,402,533,386	\$ 913,535,423	\$ 501,942,540	\$ 198,789,517	\$ 109,225,009.27					2045	#####		
36		26	2042	\$ 192,330,512,114	\$ 103,403,501,137	\$ 952,036,035	\$ 511,847,331	\$ 207,167,427	\$ 111,380,337.28					2046	#####		
37		27	2043	\$ 198,497,626,452	\$ 104,472,434,975	\$ 982,563,251	\$ 517,138,553	\$ 213,810,290	\$ 112,531,731.67					2047	\$1,114,838,375		
38		28	2044	\$ 204,858,528,387	\$ 105,597,179,581	\$ 1,014,049,716	\$ 522,706,039	\$ 220,661,890	\$ 113,743,242.23					2048	\$ 1,150,541,113		
39		29	2045	\$ 211,433,237,870	\$ 106,784,463,571	\$ 1,046,594,527	\$ 528,583,095	\$ 227,743,791	\$ 115,022,116.64					2049	#####		
40		30	2046	\$ 218,221,494,823	\$ 108,030,442,982	\$ 1,080,196,399	\$ 534,750,693	\$ 235,055,713	\$ 116,364,214.40					2050	#####		
41	Total - through first 30 years						\$ 12,565,513,958		\$ 2,734,313,727.97					2051	#####		
42														2052	#####		
43		31	2047	\$ 225,219,873,691	\$ 108,801,871,348	\$ 1,114,838,375	\$ 538,569,263	\$ 242,593,967	\$ 117,195,152.91					2053	\$1,346,911,053		
44		32	2048	\$ 232,432,548,098	\$ 110,157,605,734	\$ 1,150,541,113	\$ 545,280,148	\$ 250,363,047	\$ 118,655,472.45					2054	#####		
45		33	2049	\$ 239,874,560,069	\$ 111,053,037,069	\$ 1,187,379,072	\$ 549,712,533	\$ 258,379,157	\$ 119,619,979.87					2055	#####		
46		34	2050	\$ 247,541,799,571	\$ 112,009,864,059	\$ 1,225,331,908	\$ 554,448,827	\$ 266,637,868	\$ 120,650,619.18					2056	#####		
47		35	2051	\$ 255,472,172,918	\$ 113,084,999,465	\$ 1,264,587,256	\$ 559,770,747	\$ 275,180,013	\$ 121,808,693.55								
48		36	2052	\$ 263,656,607,686	\$ 114,170,454,641	\$ 1,305,100,208	\$ 565,143,750	\$ 283,995,818	\$ 122,977,883.78								
49		37	2053	\$ 272,103,243,115	\$ 115,266,328,644	\$ 1,346,911,053	\$ 570,568,327	\$ 293,094,051	\$ 124,158,296.58								
50		38	2054	\$ 280,820,479,196	\$ 116,372,721,478	\$ 1,390,061,372	\$ 576,044,971	\$ 302,483,759	\$ 125,350,039.66								
51		39	2055	\$ 289,816,985,028	\$ 117,489,734,110	\$ 1,434,594,076	\$ 581,574,184	\$ 312,174,280	\$ 126,553,221.78								
52		40	2056	\$ 299,101,707,436	\$ 118,617,468,475	\$ 1,480,553,452	\$ 587,906,693	\$ 322,175,252	\$ 127,767,952.74								
53	Total - through first 40 years						\$ 18,193,783,179		\$ 3,959,051,040.48								

# EXHIBIT 11

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 13, 2015 10:46 AM PST  
**To:** Major, Ray  
**Subject:** RE: taxable sales  
**Attachments:** gplot.png, gplot1.png, gplot2.png, gplot3.png, gplot4.png, gplot5.png, Income and Taxable Retail Sales.xlsx

Sure. I haven't really formatted and labeled everything properly. Let me know if you need presentation-level quality, I can do that.

---

**From:** Major, Ray  
**Sent:** Friday, November 13, 2015 10:34 AM  
**To:** Messen, Dmitry  
**Subject:** taxable sales

Can you send me the graphs of the taxable sales that you showed yesterday?

**Ray Major**  
**Chief Economist**  
**(619) 595-5668**

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

# EXHIBIT 12

---

**From:** Major, Ray  
**Sent:** Friday, November 20, 2015 8:50 AM PST  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

wtf

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 20, 2015 8:47 AM  
**To:** Major, Ray  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

I can think of another popular 3 letter acronym

---

**From:** Major, Ray  
**Sent:** Friday, November 20, 2015 8:45 AM  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

omg

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 20, 2015 8:44 AM  
**To:** Major, Ray  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Yes (1.31%)

Average wage in SR13 (in constant 2014 dollars)  
2012: \$58,852  
2050: \$96,523

---

**From:** Major, Ray  
**Sent:** Friday, November 20, 2015 8:39 AM  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

And series 13 forecasts 1.3%?

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 20, 2015 8:35 AM  
**To:** Major, Ray  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Yes (0.69)

---

**From:** Major, Ray  
**Sent:** Friday, November 20, 2015 8:34 AM  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Is .7 the average increase over the past 40 years?

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 20, 2015 8:31 AM  
**To:** Major, Ray  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Use the tab named "QCEW"

---

**From:** Major, Ray  
**Sent:** Friday, November 20, 2015 8:26 AM  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Remember the chart you showed yesterday that had the annual % change by year and rolling average?  
Can you send me that data? I can calculate it from there, O know it's confusing

**Ray Major**  
**Chief Economist**  
**(619) 595-5668**

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Friday, November 20, 2015 8:05 AM  
**To:** Major, Ray  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

Could you please clarify? Annual growth in population and TRS? Actual (historical data)?

---

**From:** Major, Ray  
**Sent:** Thursday, November 19, 2015 7:17 PM  
**To:** Messen, Dmitry  
**Subject:** RE: Annual growth rate Taxable Retail Sales (TRS)

I would like to calculate the number of years we had over 1.3 growth, and how many between 1.3 and .8 and how many below .8 (I'm assuming .8 is the average of the series)

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Messen, Dmitry" <[Dmitry.Messen@sandag.org](mailto:Dmitry.Messen@sandag.org)>  
Date: 11/19/2015 6:09 PM (GMT-08:00)  
To: "Major, Ray" <[Ray.Major@sandag.org](mailto:Ray.Major@sandag.org)>  
Cc: "Flyte, Daniel" <[Daniel.Flyte@sandag.org](mailto:Daniel.Flyte@sandag.org)>, "Daniels, Clint" <[Clint.Daniels@sandag.org](mailto:Clint.Daniels@sandag.org)>, "Mukherjee, Sanchita" <[Sanchita.Mukherjee@sandag.org](mailto:Sanchita.Mukherjee@sandag.org)>, "Miller, Jim" <[Jim.Miller@sandag.org](mailto:Jim.Miller@sandag.org)>, "Sanz, Elias" <[Elias.Sanz@sandag.org](mailto:Elias.Sanz@sandag.org)>, "Cortes, Rachel" <[Rachel.Cortes@sandag.org](mailto:Rachel.Cortes@sandag.org)>  
Subject: Annual growth rate (AGR) in Population and Taxable Retail Sales (TRS)

Ray,  
Here's the chart you asked for.

TRS is in constant dollars (in current dollars, the rate would be slightly higher).

In the new model (SR14?), the absolute increase in TRS follows the increase in personal money income. In turn, the increase in personal money income has 3 sources:

1. Increase in real average wage
2. Increase in the number of jobs (more people → more jobs)
3. Increase in the volume of unearned personal income (more people → more unearned income)



# EXHIBIT 13

---

**From:** Major, Ray  
**Sent:** Monday, November 23, 2015 8:22 AM PST  
**To:** Messen, Dmitry  
**Subject:** RE: Series 13

Sounds great I'll send you a calender invite

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

**From:** "Messen, Dmitry" <Dmitry.Messen@sandag.org>  
**Date:** 11/23/2015 8:04 AM (GMT-08:00)  
**To:** "Major, Ray" <Ray.Major@sandag.org>  
**Subject:** RE: Series 13

Sure. How about mid to late afternoon today?

---

**From:** Major, Ray  
**Sent:** Monday, November 23, 2015 7:33 AM  
**To:** Messen, Dmitry  
**Subject:** Series 13

Can we meet sometime this week? I'd like to get a better idea about how defm calculated series 13 Taxable sales and why it is so aggressive.

Sent from my Verizon Wireless 4G LTE smartphone

# EXHIBIT 14

---

**From:** Messen, Dmitry  
**Sent:** Wednesday, December 2, 2015 2:48 PM PST  
**To:** Major, Ray  
**Subject:** RE: Forecasts

yes

---

**From:** Major, Ray  
**Sent:** Wednesday, December 02, 2015 2:48 PM  
**To:** Messen, Dmitry  
**Subject:** RE: Forecasts

Ok I'm available now. Should I stop by?

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Messen, Dmitry  
**Sent:** Wednesday, December 02, 2015 2:47 PM  
**To:** Major, Ray  
**Subject:** RE: Forecasts

If you have a few minutes I'd like show you what I have on this.

---

**From:** ray.major [<mailto:ray.major@cox.net>]  
**Sent:** Tuesday, November 24, 2015 6:49 AM  
**To:** Flyte, Daniel; Messen, Dmitry  
**Subject:** Forecasts

Hey guys, I think it would strengthen our argument if we did the same comparison on the three big variables, housing, pop and employment. So if we show that historically the three variables grew at x% each, and the forecast shows y%, we can then see how different the rest of defm is from history to forecast. I would assume they would be reasonable close. That would make the.. .05% vs 2.0% growth in the suspect variables look, well, in a word suspicious. ;)

Sent from my Verizon Wireless 4G LTE smartphone

# EXHIBIT 15

---

**From:** Daniels, Clint  
**Sent:** Monday, November 30, 2015 9:23 AM PST  
**To:** Lero, Tessa  
**CC:** Kroninger, Kurt  
**Subject:** DEFM Update with GGA

Tessa:

Sometime before Christmas, I would like to schedule an hour with Gary to provide an update on the DEFM re-build. We have a working framework in place, and we would like to brief Gary on development and some initial results. We are ready to go whenever Gary is available. The list of attendees is:

Gary Gallegos  
Kim Kawada  
Kurt Kroninger  
Ray Major  
Clint Daniels  
Dmitry Messen  
Muggs Stoll (Optional)  
Marney Cox (Optional)

Thanks.

Clint Daniels  
Manager of Regional Models  
Technical Services  
San Diego Association of Governments (SANDAG)  
401 B Street, Suite 800  
San Diego, CA 92101  
ph: 619.699.6946  
[www.sandag.org](http://www.sandag.org)

# EXHIBIT 16

---

**To:**

**Subject:** Update on the DEFM re-build

**Attachments:** Update on the DEFM re-build

-----  
**Subject:** Update on the DEFM re-build

**Location:** #Conf Room 8A

**Start:** Mon 12/14/2015 4:00 PM

**End:** Mon 12/14/2015 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

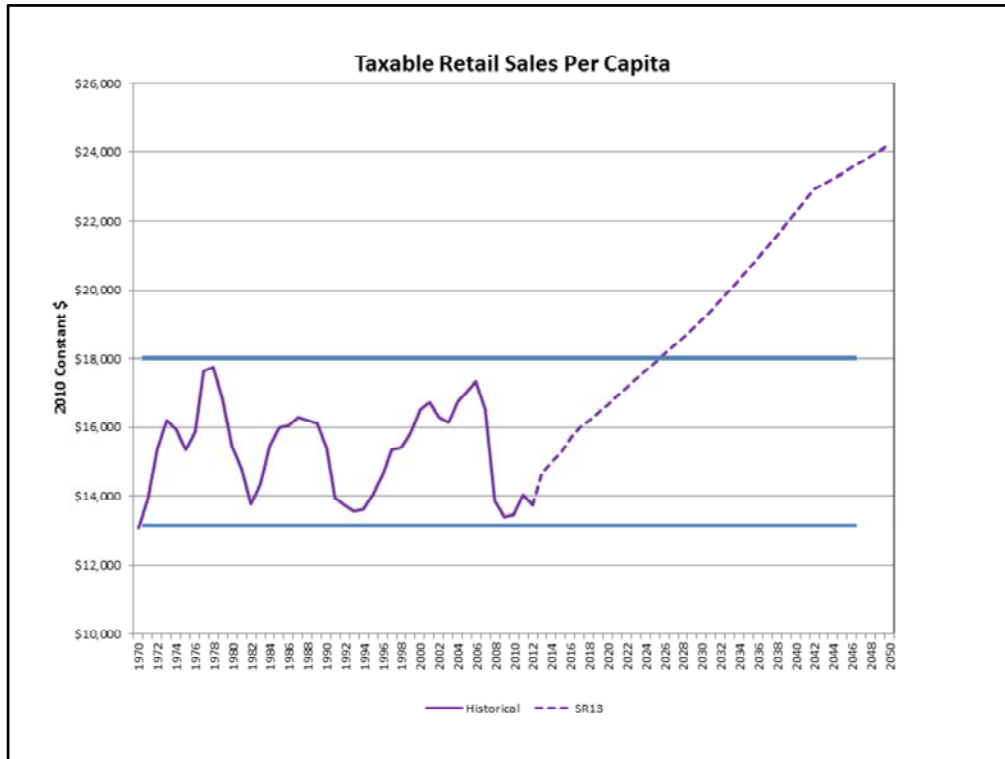
**Organizer:** Lero, Tessa

**Required Attendees:** Gallegos, Gary; Kawada, Kim; Kroninger, Kurt; Major, Ray; Daniels, Clint; Messen, Dmitry

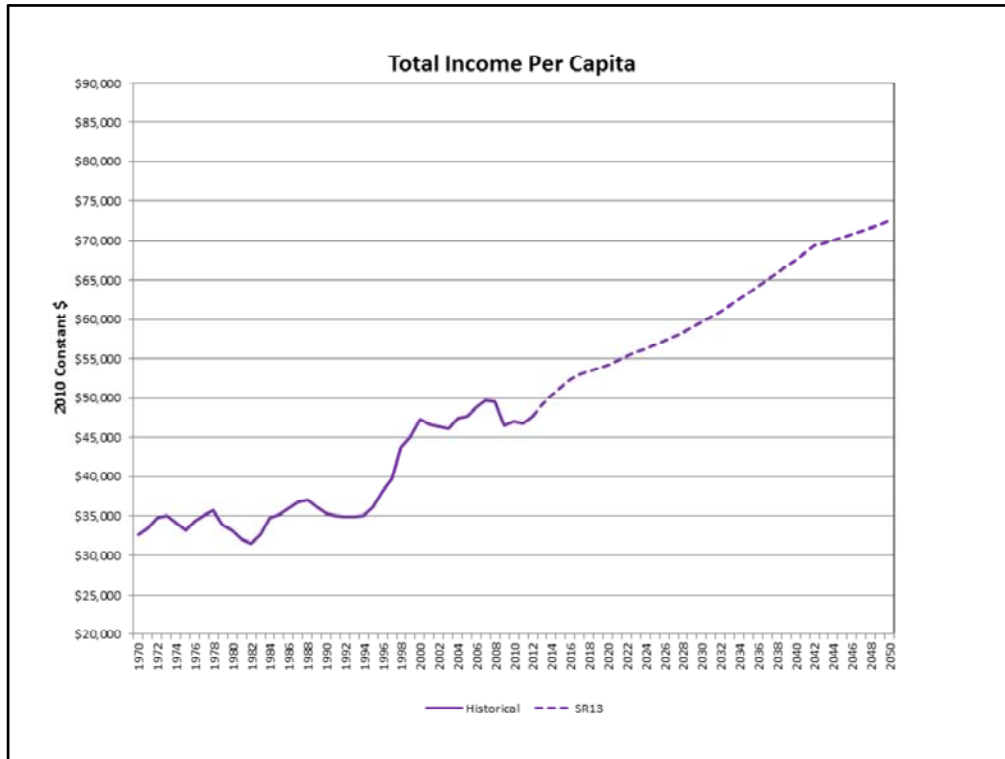
**Optional Attendees:** Stoll, Muggs; Cox, Marney



# EXHIBIT 17

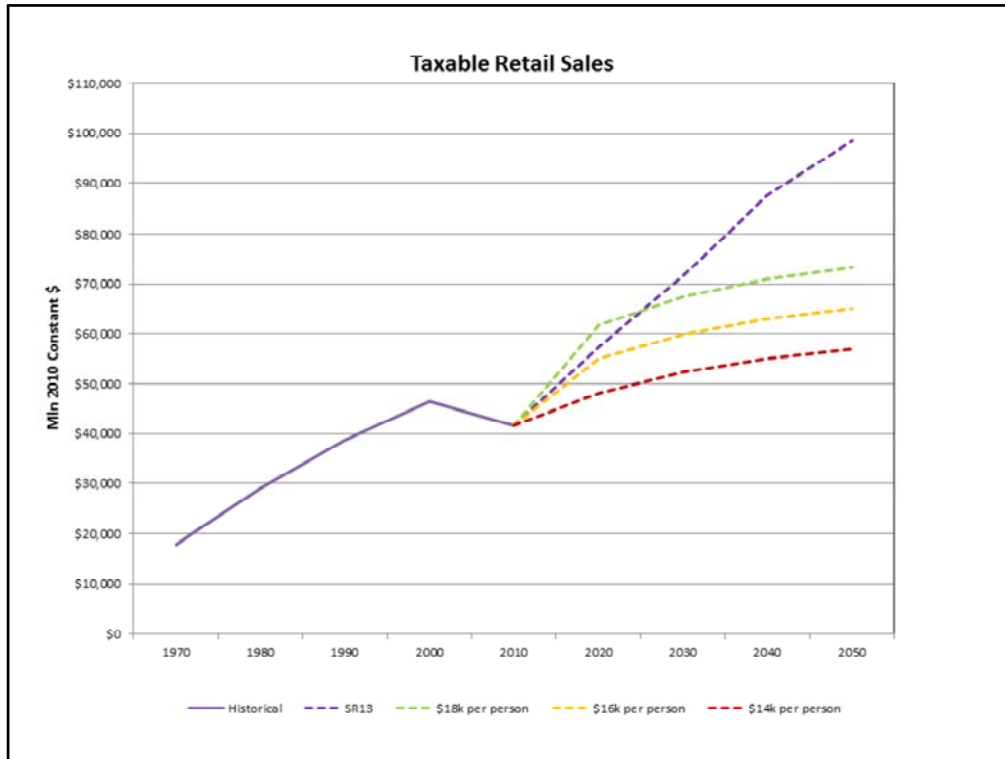


Very hard to explain this one. Must be a drastic increase in income



Yes, very positive income outlook

Projected TransNet Revenues (Mln 2010 \$)					
	SR13	\$14k Scenario	\$16k Scenario	\$18k Scenario	SANDAG POF
2015-2020	1,612	1,406	1,607	1,808	1,512
2021-2030	3,255	2,528	2,890	3,251	3,037
2031-2040	4,014	2,701	3,087	3,473	3,745
2041-2048	3,726	2,239	2,559	2,879	3,476
2015-2048	12,607	8,875	10,142	11,410	11,771
Surpluss (Deficit) Relative to SANDAG POF (Mln 2010 \$)					
	SR13	\$14k Scenario	\$16k Scenario	\$18k Scenario	SANDAG POF
2015-2020	99	(106)	95	295	0
2021-2030	218	(509)	(148)	213	0
2031-2040	269	(1,044)	(658)	(272)	0
2041-2048	250	(1,237)	(917)	(597)	0
2015-2048	836	(2,896)	(1,628)	(361)	0



# EXHIBIT 18

---

**Subject:** Update on Series 14 Regional Growth Forecast Methods  
**Start:** Tuesday, December 20, 2016 1:30 PM PST  
**End:** Tuesday, December 20, 2016 3:00 PM PST  
**Location:** #Conf Room 8B  
**Show Time As:** Tentative  
**Attendees:** Gallegos, Gary; Kawada, Kim; Cox, Marney; Kroninger, Kurt; Major, Ray; Stoll, Muggs; Daniels, Clint; Flyte, Daniel; Messen, Dmitry

**Location:#Conf Room 8B**

**When:Tuesday, December 20, 2016 9:30 PM-11:00 PM**

My team met earlier this week with Marney and Ray to discuss a path forward for the Series 14 Regional Growth Forecast. The meeting resulted in two key action items. Based on the schedule to produce the forecast in time for the RTP process, the group agreed the tools developed thus far are adequate, of sound methods, and sufficient to complete a region-wide forecast. The group also determined that additional enhancements are desired to address some economic policy simulation questions that may arise in the future. We propose to address these additional enhancements in the FY 2018 OWP.

I've provided a brief summary of the key issues below. I will be reaching out to schedule a meeting with you to discuss in more detail and solicit your feedback and direction for moving forward.

#### Series 14 Regional Growth Forecast

The forecasting methods are adequate to produce a region-wide forecast of population, housing, jobs, and other key socioeconomic factors. The methods developed by Dmitry and the regional models team are demographically driven, but the tool is sensitive to alternative economic scenarios. For example, we can develop scenarios change the mixture of industrial sectors, increase or decrease overall jobs and the impact on population, and the jobs and high-level transportation impacts of limiting housing supply. The methods by which the outcomes are measured in the methods are different from historical versions of DEFM as it was documented, but my team and I believe these new methods are no less valuable for policy makers than other structural economic models.

During our meeting earlier this week, we compared the new methods using historic trends to the national forecasts like IHS and Moody's and Series 13. The new methods, using historical trends, produce a forecast for population and jobs similar to Series 13 but lower than the national forecasts. We believe there are valid reasons for the differences from the national forecast including our greater understanding of the local housing supply. We will share these results in more detail when we next meet.

#### Expert Review Panel

We've also started to work on materials for an expert review panel. The materials include information on every input variable, the sources used to derive historical estimates, and the key areas where the variable impacts model outputs. Once we have an opportunity to discuss the current framework in more detail, and, if you are comfortable with our approach, we will develop a list of potential panelist to participate. Marney has suggested that we use a smaller group of well-respected economist and demographers for the expert panel, and we send them information ahead of time to read and prepare. He believes, and I agree, this would result in a more robust discussion of the assumptions and outcomes of the results.

We may use different panelist throughout the forecast process based on the policy issues at hand. For example, the panel reviewing the region-wide forecast may be a more focused group of economist and demographers may

work best. However, local planners and real estate experts may be more relevant as we develop the sub-regional forecast.

Based on the discussions we've had over the past several months, I'd like to also discuss whether we need to have an independent audit of our forecasting methods and the application of the forecast in work programs at SANDAG. In my mind, this would involve hiring an independent audit firm like KPMG, Deloitte, EY, or similar type of firm. This independent audit would be less about the assumptions in our model, but the fitness of the methods and appropriate usefulness of the outputs in programs like the Plan of Finance. This audit could also conduct more robust stress testing of our products that rely on the regional growth forecast.

#### Longer Term (Structural) Economic Modeling

Over the longer term, the team agreed to expand the economic and structural relationships in the model. This means developing additional features to align more closely with prior documented version of DEFM or REMI. Over the next couple of months, my team, in coordination with the economists, will develop a work plan to develop structural economic model for the San Diego and greater Southern California / Northern Baja California mega-region, and we will include this in the FY 2018 Overall Work Program Draft Budget.



# EXHIBIT 19

# EXECUTIVE TEAM MEETING

Monday – JANUARY 11, 2016

Conference Room 8A

9:00 a.m. – Introduction of New Employee:

None

9:00 a.m. – 9:30 a.m. - Meeting Follow-Ups and Agenda Settings  
(Executive Team Plus Necessary Committee Coordinators)

1. **Meeting Follow-Up**

- a. Executive Committee meeting, Friday, January 8, 2016 (Robyn Wapner)

<u>Committee</u>	<u>Staff</u>	<u>Mtg Date</u>	<u>Task</u>	<u>Comments</u>	<u>Completed?</u>
Executive Committee	Wapner, Robyn; Moore, Marjani	01/08/2016	Add new Closed Session item to 01/22 BOD Agenda as approved.		<input checked="" type="checkbox"/>

- b. Board Policy meeting, Friday, January 8, 2016 (Victoria Stackwick) - *NONE*

2. **Agenda Settings**

- a. ITOC meeting, Wednesday, February 10, 2016 (Ariana zur Nieden)
- b. Executive Committee meeting, Friday, February 12, 2016 (Robyn Wapner)
- c. Board of Directors meeting, Friday, February 26, 2016 (Victoria Stackwick/Robyn Wapner)
- d. Board Retreat, Wednesday to Friday, March 9-11, 2016 (Colleen Windsor)

9:30 a.m. - 10:10 a.m. - Special Discussion Items  
(Executive Team Plus Discussion Leaders/Support)

Contracts Management System – briefing on scope (Susan Paez/Greg Tatar) – 10 min

Super Circular Presentation (Kim Monasi) – *PowerPoint*

10:10 a.m. – 10:20 a.m. - Review of Potential New Grant Opportunities

10:20 a.m. - 10:30 a.m. – Intergovernmental Review

10:30 a.m. - 10:40 a.m. - Service Bureau Contract Reviews

10:40 a.m. - 11:30 a.m. - Strategy Session and Department Reports

11:30 a.m. – 11:40 a.m. - Staffing Needs Discussion (Executive Director, Chief Deputy Executive Director, and Department Directors Only)

- ☐ Hard Copy Mail Out  
 RTC TransNet Funding Impact: ☐  
 SharePoint/Service Bureau: ☐

+4. *TransNet* ENVIRONMENTAL MITIGATION PROGRAM ANNUAL STATUS REPORT (Keith Greer) INFORMATION

The ITOC will be provided with the annual status update on the implementation of the *TransNet* Environmental Mitigation Program.

- Power Point: ☐ Early Legal Review: ☐  
 Speaking Point: ☐ Recurring Item: ☒  
 Written Report: ☒  
☐ Large Document (50+ pages)  
☐ Hard Copy Mail Out  
 RTC TransNet Funding Impact: ☐  
 SharePoint/Service Bureau: ☐

+5. *TransNet* PROGRAM REVENUE ESTIMATES (Marney Cox/Ray Major?, Sookyung Kim) INFORMATION

SANDAG provides revenue estimates for various types of funds, including *TransNet* to the transit agencies, to local agencies for the local streets and roads program and the non-motorized program to support both ongoing operations and capital projects. Each year, SANDAG provides an estimate for the upcoming fiscal year as well as a projection for the next four fiscal years to allow the transit and local agencies to plan for capital projects and determine operating subsidies. The SANDAG Transportation Committee and the Board of Directors are scheduled to approve the estimates for the period FY 2017 to FY 2021 for the *TransNet* program as well as other federal, state, and local funds at their respective February 2016 meetings.

- Power Point: ☐ Early Legal Review: ☐  
 Speaking Point: ☐ Recurring Item: ☒  
 Written Report: ☒  
☐ Large Document (50+ pages)  
☐ Hard Copy Mail Out  
 RTC TransNet Funding Impact: ☐  
 SharePoint/Service Bureau: ☐

+6. *TransNet* ENVIRONMENTAL MITIGATION PROGRAM ANNUAL STATUS REPORT (Keith Greer) DISCUSSION/POSSIBLE ACTION

The Independent Taxpayer Oversight Committee will be provided with the annual status update on the implementation of the *TransNet* Environmental Mitigation Program.

- Power Point: ☐ Early Legal Review: ☐  
 Speaking Point: ☐ Recurring Item: ☒  
 Written Report: ☒  
☐ Large Document (50+ pages)  
☐ Hard Copy Mail Out  
 RTC TransNet Funding Impact: ☐  
 SharePoint/Service Bureau: ☐

# EXHIBIT 20

---

**From:** Nuncio, Jose  
**Sent:** Tuesday, January 5, 2016 3:26 PM PST  
**To:** Major, Ray  
**Subject:** RE: Sales tax request

Got it, thanks. This is helpful.

---

**From:** Major, Ray  
**Sent:** Tuesday, January 05, 2016 3:16 PM  
**To:** Nuncio, Jose  
**Subject:** RE: Sales tax request

The long term forecast has not been vetted, and we are expecting it to be part of series 14, released mid-year. Until then, we are sticking with series 13.

**Ray Major**  
Chief Economist  
(619) 595-5668

San Diego Association of Governments (SANDAG)



401 B Street, Suite 800, San Diego, CA 92101

[www.sandag.org](http://www.sandag.org)

---

**From:** Nuncio, Jose  
**Sent:** Tuesday, January 05, 2016 3:14 PM  
**To:** Major, Ray  
**Subject:** Sales tax request

Ray,

Have you received the green light to start using the revised TransNet long term forecast we discussed? If so, can you please send me the latest, in escalated form, less BOE fees, that SANDAG would collect on an annual basis for the 40-year period of 2017 and 2056?

If not available or it still needs to be vetted, please let me know. We are running some financial capacity analysis, and I need the figures in the next day or so.

Thanks,

José

José A. Nuncio, P.E.  
TransNet Department Director

San Diego Association of Governments  
401 "B" Street, Ste. 800  
San Diego, CA 92101  
Phone (619) 699-1908

# EXHIBIT 21

---

**From:** Major, Ray  
**Sent:** Friday, January 8, 2016 10:06 AM PST  
**To:** Cox, Marney  
**Subject:** Fwd: \$18B file

What is the source of the population and taxable retails numbers in this spreadsheet?

Ray Major  
Chief Economist  
SANDAG

Begin forwarded message:

**From:** "Nuncio, Jose" <[Jose.Nuncio@sandag.org](mailto:Jose.Nuncio@sandag.org)>  
**Date:** January 8, 2016 at 9:51:12 AM PST  
**To:** "Major, Ray" <[Ray.Major@sandag.org](mailto:Ray.Major@sandag.org)>  
**Subject:** \$18B file

See link to file.

[M:\Planning\Quality of Life Measure\2015 Q of L\2015 QoL Finance\2015-07 QoL Sales Tax revenue forecasts from Marney - jnu.xlsx](#)

I have used column G for the 2015\$ dollars (less BOE fees). Cell G53 shows the \$18B total through the 40 year program.

José

José A. Nuncio, P.E.  
*TransNet* Department Director  
San Diego Association of Governments  
401 "B" Street, Ste. 800  
San Diego, CA 92101  
Phone (619) 699-1908



# EXHIBIT 22

---

**From:** Gao, Helen  
**Sent:** Wednesday, October 12, 2016 3:13 PM PDT  
**To:** Nuncio, Jose  
**Subject:** FW: Question  
**Attachments:** TransNet Revenue\_2016.xls

Helen Gao  
Senior Public Information Officer

SANDAG  
(619) 699-1950  
401 B Street, Suite 800, San Diego, CA 92101



[Facebook](#) | [Twitter](#) | [YouTube](#)

---

**From:** Hicks, David  
**Sent:** Tuesday, October 11, 2016 2:55 PM  
**To:** Gao, Helen  
**Subject:** FW: Question

David Hicks  
Communications Manager

SANDAG  
(619) 699-6939  
401 B Street, Suite 800, San Diego, CA 92101



[Facebook](#) | [Twitter](#) | [YouTube](#)

---

**From:** Andrew Keatts [<mailto:Andrew.Keatts@voiceofsandiego.org>]  
**Sent:** Tuesday, October 11, 2016 9:30 AM  
**To:** Hicks, David  
**Subject:** Question

Hi David,

I've attached one of the spreadsheets that was sent to me as part of my request. It also includes another sheet with some of the findings I pulled together and wanted to run by you.

I pulled the actual revenues collected through TransNet 2 so far and compared them to the projected revenues. By my count, SANDAG is about 27%, or \$530 million, short of expectations in the first eight years of the program. I showed how I came to that conclusion in the spreadsheet, and want to get the agency's response to it.

In the ITOC report, there's a different conclusion, which suggests it's more like an 11.7% shortfall.

Here are my questions.

Could you help me understand why the conclusions I drew from the DEFM file you sent me are different from the conclusion offered in the ITOC report? I'm trying to understand how I came to a 27% shortfall and you all have it more like 12%.

Based on this delta –whether 11.7% or 27% -- what is the new expected revenue total under TransNet 2, from the original \$14 billion number?

Which projects from TransNet 2 are not happening due to the revenue shortfall?

Have there been any significant changes made to the revenue projection model that produced these TransNet 2 expectations, and the model used to produce Measure A's \$18 billion expectation?

Thanks. I'm working quickly on this so would appreciate a response by the end of the day tomorrow.

Andrew Keatts  
Reporter  
619-325-0529



Voice of San Diego is a member-based nonprofit news organization.

[Donate](#) | [Events](#) | [Sign up for the Morning Report](#)

# EXHIBIT 23

---

**From:** Messen, Dmitry  
**Sent:** Tuesday, October 18, 2016 1:30 PM PDT  
**To:** Major, Ray  
**CC:** Flyte, Daniel  
**Subject:** some materials on sr13  
**Attachments:** Why Income and TRS are High in SR13.pptx, Presentation for the Executive Team.pptx

I can explain what's what

Charts in M:\TEMP\dme

Dmitry Messen  
Senior Regional Models Analyst

SANDAG  
(619) 699-1922  
401 B Street, Suite 800, San Diego, CA 92101



[Facebook](#) | [Twitter](#) | [YouTube](#)

# EXHIBIT 24

---

**From:** Major, Ray  
**Sent:** Tuesday, October 18, 2016 3:25 PM PDT  
**To:** Daniels, Clint  
**Subject:** Copy of 2015-07 QoL Sales Tax revenue forecasts.xlsx  
**Attachments:** Copy of 2015-07 QoL Sales Tax revenue forecasts.xlsx

# EXHIBIT 25



## SANDAG's Last Tax Hike Is on Track to Fall Billions Short – and Measure A Could Too

Posted By [Andrew Keatts](#) On October 24, 2016 @ 4:45 am In [2016 Elections](#), [Must Reads](#), [Politics](#), [SANDAG](#) | [No Comments](#)

The San Diego Association of Governments is on track to collect billions of dollars less than officials said it would from a sales tax hike voters approved 12 years ago, throwing into question whether it will have the money to pay for many of the projects that measure promised.

The causes of the shortfall, unreported until now and only disclosed in a complex budget analysis [document](#) <sup>[1]</sup>, could also jeopardize many of the promises in another sales tax hike SANDAG is pushing on this November's ballot, Measure A.

SANDAG leaders obscured the size of the shortfall in the one place they disclosed it. They have not told the public of risks that they won't get the \$18 billion they say Measure A would generate over 40 years, meaning some of the promised projects in the ballot measure may not get funding.

"It's very significant, because voters are being misled, possibly deliberately or certainly with negligence," said Peter Kiernan, an attorney with Schiff Harden who specializes in public finance and infrastructure and who worked as special counsel on those issues for the city and state of New York.

"If your revenue modeling is proven wrong, you have an obligation to change it. And if they're not willing to admit that it's been proven wrong, then they're not looking at the facts," he said.

Voters in 2004 approved an extension of TransNet, a half-cent sales tax to fund freeway widenings, light rail expansion, habitat preservation, bike lanes and road improvements across the county. The tax went into effect four years later. So far, SANDAG has collected 25 percent less revenue under TransNet than it promised voters on the ballot.

---

### We Stand Up for You. Will You Stand Up for Us?

I would like to donate \$

☒ Per Month ☐ Per Year ☐ One Time

[What benefits do VOSD members get?](#) <sup>[2]</sup>

---

If sales tax revenue grows at the rate it has grown since the end of the recession, TransNet would end up bringing in around \$9 billion for transportation projects – or \$5 billion less than voters were told.

SANDAG officials acknowledge they have not made any substantial changes to the agency's forecasting [methodology](#) <sup>[3]</sup> since then — including in the forecast used to project \$18 billion in new revenue from Measure A, another half-cent sales tax increase facing voters on this November's ballot.

Campaigns for and against Measure A are focusing on how the \$18 billion it's expected to raise will be spent – whether enough of it goes toward transit, for instance, or if North County receives its fair share. It turns out there are serious questions over whether the \$18 billion they're fighting over will materialize at all.

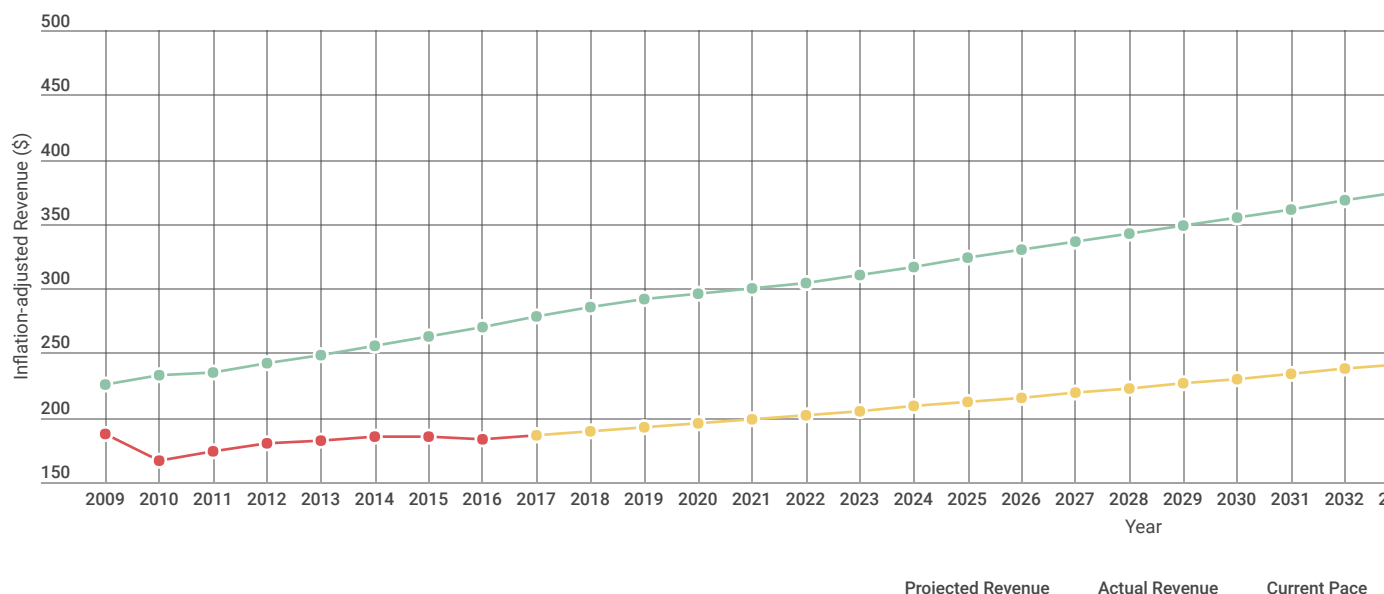
A SANDAG official also confirmed that money from Measure A could be used to backfill any shortfall from the previous tax – though he said he's confident that won't be necessary. But there's a chance that voters weighing in on Measure A could be approving a tax to pay for projects that were already supposed to have funding, not the new projects that are the subject of the current campaign.

### A Major Revenue Shortfall

When SANDAG started collecting the extension of TransNet tax in 2008, the economy had cratered from the Great Recession and revenues were already way below expectations.

Tax returns improved after the recession ended – though not enough to approach initial estimates. For the last two years, tax revenue growth has actually declined, meaning the gap between SANDAG's initial revenue expectations and reality has widened recently.

# SANDAG TransNet Sales Tax Extension Performance



SANDAG began collecting a half-cent of sales tax throughout the county in 2009 after voters approved extending the tax for regional transportation projects. It's now on pace to bring in just \$9 billion, from an initially projected \$14 billion total.

Source: San Diego Association of Governments

[Share](#)

To date, SANDAG is \$500 million short of the \$1.9 billion it expected to collect by now. If revenues grow at the average rate they have since the recession, they'd collect \$9 billion over 40 years, not the \$14 billion promised to voters. That would mean \$5 billion less to spend on new regional transportation projects.

SANDAG's chief economist Ray Major said the revenue shortfall is merely a function of the recession.

"While revenue receipts tend to fluctuate in the short term, in the long term, peaks and valleys tend to even each other out," Major said in a written response. "Currently, we are just a decade into the TransNet extension so it's premature to conclude that by the end of the measure, we would be short of funds to complete our projects."

Marney Cox, the agency's special projects director and former chief economist, said SANDAG doesn't know how much money it now expects to collect through TransNet. He said it's immaterial whether it brings in the projected \$14 billion, the \$9 billion it's on pace for or some number in between.

"At this point in time, it'll be sufficient to pay for all the projects, so you can put whatever number you want on it," Cox said.

## The Problems with the Recession Explanation

SANDAG claims the primary reason for its lagging revenue is the Great Recession.

Other experts aren't so sure.

For one, SANDAG's sales tax revenues have improved since the recession ended, but they're still nowhere near the agency's initial expectations.

Throughout the country, state and local governments are noticing slow sales tax growth, and project the sluggishness will continue. A [survey of state forecasts](#) <sup>[4]</sup> from the Rockefeller Institute of Government, a public policy research group within the State University of New York, said states anticipate a slowdown in sales tax growth in 2016 and 2017.

That's why outside experts aren't as comfortable as SANDAG that the low sales tax returns will take care of themselves over the next 30 years.

"It is multiple items that are leading to a really weak recovery in sales taxes," said Lucy Dadayan, a senior policy analyst at the Rockefeller Institute. "It's observed all across the country. (SANDAG's) claim about this being from the recession is partially true, but it's also a changing nature of our reality."

Dadayan said sales taxes since the recession haven't rebounded nearly as fast as income taxes. She said it is possible consumer behavior changed due to the recession, but states are also losing out due to low gas prices and an increase in online shopping. That's meant many states and local governments no longer get a cut of their residents' purchases.

SANDAG's Cox said San Diego has seen sales tax collections fall for two region-specific reasons, too. The collapse of the Peso has cut down cross-border spending, he said. And as the housing market pushed some residents to relocate to southern Riverside County, he said, some of their daily shopping now happens outside the county as well.

SANDAG's forecasting model didn't account for any of those things in 2002. And they haven't been incorporated into the model that was used to project that Measure A would generate \$18 billion.

Cox said that's a good thing.

"You have to be patient about trends," he said. "We end up being a little patient before we recommend permanent changes to the way we do things."

Bill Glasgall, director of the state and local program at the Volcker Alliance, a foundation focused on improving the performance of government at all levels, said he's skeptical that the shortfall should be primarily attributed to the recession.

"In general, the recession is fading in our rearview mirror," he said. "But sales tax growth in general has been positive but weak. It's basically flat. The driver for that weak sales tax growth is internet sales and low gas prices, and nobody projected this."

## Obscuring the Shortfall

The TransNet package voters approved included something meant to bring comfort to residents parting with more tax money – an independent watchdog group that would look after the funds and ensure they were being spent appropriately.

SANDAG disclosed the revenue shortfall in a [document](#) <sup>[1]</sup> submitted to the Independent Taxpayer Oversight Committee.

But in a number of ways, the document obscures the straightforward fact that SANDAG isn't collecting as much revenue as it told voters it would.

If you were to compare the revenue SANDAG predicted would come in when Transnet was approved with the revenue it's actually collected, the shortfall would be clear. SANDAG didn't do this. Instead, it used a different set of predictions that it adjusts each year. When the revenue actually collected is compared against those yearly estimates, the shortfalls appear much smaller.

But in a paragraph just below that table, SANDAG staff describes how the tax isn't bringing in as much money as they said it would on the ballot.

In other words, the paragraph describes something entirely different than the table that precedes it.

SANDAG diminished the size of its revenue shortfall in another major way too.

It didn't compare revenue collections to the \$14 billion voters were promised. It adjusted the forecast for inflation to the first year it started collecting the tax, 2009, which reduced the size of the shortfall to about 12 percent, instead of 25 percent. Nowhere in the oversight document did SANDAG compare its actual revenue to the original \$14 billion projection.

Cox defended that way of accounting for the agency's revenue shortfall.

"You have to know what the revenues would be in 2008," he said. "When we got there, we had to make the adjustment."

Richard Carson, an economist at University of California at San Diego, said it's perfectly reasonable to measure the shortfall from the original \$14 billion that appeared on the ballot, because that's what voters were promised. He said SANDAG shouldn't be faulted for over-estimating how much revenue it would bring in, but the fact is it has now collected 25 percent less revenue than it told voters.

"The common sense way to do it is, 'What did the voters see?' and that's the way you've done it," he said. "The fact that they were off, well everybody who was forecasting these things was off. And they're trying to say, 'Well by the time we started collecting money, we had adjusted and we weren't so surprised.' But it's still about what people would have been making their decisions on, and what they're saying doesn't change any of that."

Kiernan said you can't blame SANDAG for getting the forecast wrong, because "the land shifted under their feet," but he said the agency deserves plenty of scrutiny for refusing to openly acknowledge the severity of the shortfall.

"Given the facts, they should in their periodic disclosures, their continuing disclosures and official public statements, they should be telling this story," he said. "They have to come clean on this. It's very dramatic."

## The Consequences of the Shortfall

The revenue shortfall carries clear consequences.

Multiple experts said SANDAG would have to build fewer projects than promised, or find money from another source to make up the difference.

Plus, they said, the shortfall itself threatens to erode public trust.

"They promised people a set of improvements," Carson said. "Now they either have to cut back on the improvements because they've taken in less revenue, or they have to pay for the revenue shortfall from another source."

Kiernan agreed.

"To continue building the planned transportation infrastructure, they'll have to take money from elsewhere," he said. "That's if they continue projects as planned, as opposed to just abandon them."

"It really isn't complicated," said Robert Puentes, president of the ENO Center for Transportation, a think tank focused on transportation policy that is currently monitoring regional transportation sales taxes across the country. "They have to roll back their ambitions, and they have to manage public trust. Eighty percent of these ballot measures passed because people are willing to invest in infrastructure when it's transparent. If those promises aren't met, it's going to whittle away at public confidence."

"We ask a lot out of individuals to make these decisions, and it's harder to ask them to do that without giving them all the information," said Sarah Swanbeck, executive director at UC Berkeley's Center on Governing and Investing in Our Future, who is currently working on a transparency in budgeting project.

One additional source of money that could make sure projects promised in 2004 are still finished is the new revenue from Measure A, if it's approved.

Cox acknowledged that could happen, though he said he doesn't think it would – for two main reasons.

One is that SANDAG received more in state and federal funding for its projects than it assumed it would under TransNet. That's meant building more projects than officials might have expected so far, given the size of the shortfall.

But counting on that going forward is risky, multiple experts agreed.

For one, it counts on political compromises at the federal level, even while the two parties are as far apart on policy as they've ever been.

"The federal-state-local relationship is just being completely upended," Puentes said. "A major reason a lot of places are raising money at the ballot locally is so they don't have to deal with the federal government."

For another, it means competing with other regions for a finite amount of money.

"You can say, 'We'll try to do this' and have a reasonable amount of certainty, but it's still discretionary money, so there's no way of knowing you'll get it," Kiernan said. "The secretary of transportation can either be fired, or become the secretary of the treasury. And even if you get the money you want, it may not be the year that you want it."

Local money that you control is better than federal or state money that you don't. In fact, SANDAG says as much in the ballot language for Measure A, which it describes as "a 40-year, half-cent sales tax (\$308 million annually) that Sacramento cannot take away."

The other reason Cox is adamant that SANDAG will still meet its promises to voters is that the agency aggressively took advantage of lower construction costs in the early years of the measure, hoping to get more done with every dollar it spent.

"We were out there getting as many projects under contract as possible, because prices were exceedingly low," he said. "The fall in prices is the most important thing, because our purchasing power was elevated."

Indeed, the state's construction cost index fell nearly a quarter from 2007 to 2009 and stayed low through 2012. But construction costs have come roaring back and are now at about their 2007 peak.

In the end, Cox's argument for why voters should expect SANDAG to complete all the projects it promised in 2004, without dipping into the new money potentially secured by Measure A boils down to: Trust us.

The 2004 vote was an extension of TransNet, which was first approved in 1987. SANDAG built all but four projects in that measure, and those four projects were put into a lockbox and prioritized in the extension. One of those is the trolley extension from Old Town to University Town Center, which broke ground Saturday, just shy of 30 years after it was initially approved.

"The true measure of this is, when you ask taxpayers to extend the program, and two-thirds of them say yes, and so they must have thought we did pretty good," Cox said.

But Measure A is different. Voters have to approve a 40-year tax with 40 years of new spending, without the benefit of seeing how the TransNet extension performed in the end.

Cox thinks SANDAG will be able to make up for the missing TransNet revenue by 2048 and build all the projects it promised.

He thinks voters should take a leap of faith that he's right.

## The Problem for Measure A

There's reason to believe Measure A itself won't bring in the \$18 billion voters are being promised, regardless of what happens with TransNet.

The forecast the agency used to produce that total – which didn't undergo any major changes since 2002, despite SANDAG's revenue shortfall – has an aggressive view of how much San Diegans are going to spend in the coming decades.

The agency's forecast says the amount that the average San Diegan spends per year, adjusted for inflation, is going to rise and keep rising for the foreseeable future, surpassing the highest point it ever reached since 1970 and nearly doubling the county's historic average.

# Taxable Sales Per San Diego Resident

Historical Taxable Sales Per Capita (Adjusted for Inflation)

Projected Taxable Sales Per Capita Projected (Adjusted for Inflation)

The typical San Diegan has spent on average about \$15,000 a year on goods subject to the sales tax, going back to 1970. But SANDAG's projections, which anticipate that number increasing by more than 30 percent in the coming decades, far exceeding the all-time high.

Source: San Diego Association of Governments

 Share

The typical San Diegan has spent about \$15,000 a year on stuff that's subject to SANDAG's sales tax. That number surpassed \$17,000 in 1978 and again in 2006, and has been as low as \$13,000.

SANDAG expects to achieve a new all-time high by 2025, and then keep climbing. By 2039 it expects that number to reach \$21,000, or about 30 percent above the historic average.

If the county doesn't reach that unprecedented spending level, then SANDAG won't collect the \$18 billion its promising voters, and won't be able to build all of the new projects that would pay for.

"Wow. Now that's extraordinary," Puentes, the president of the transportation-focused think tank, said when he saw the chart of the agency's expectations for local sales.

"Typically you can't expect much more than the historical average," Dadayan, the sales tax-focused researcher, said. "And you should be very conservative, usually less than the historical average. It's better to collect more money than to underperform."

Cox stood by the model and its expectations. The growth rate it expects isn't as steep as the one the county saw from 1970 to 1978, he said, and is comparable to the one it saw in the mid-'90s.

If voters approve Measure A and the agency ends up being wrong, SANDAG would again be collecting less tax money and building fewer projects than it promised voters.

Article printed from Voice of San Diego: <http://www.voiceofsandiego.org>

URL to article: <http://www.voiceofsandiego.org/topics/politics/sandags-last-tax-hike-is-billions-short-and-measure-a-could-be-too/>

URLs in this post:

[1] document: [http://www.sandag.org/uploads/meetingid/meetingid\\_4223\\_21187.pdf](http://www.sandag.org/uploads/meetingid/meetingid_4223_21187.pdf)

[2] What benefits do VOSD members get?: <http://www.voiceofsandiego.org/about-us/members/membership-levels/>

[3] methodology: [http://www.sdforward.com/pdfs/RP\\_final/AppendixT-SANDAGTravelDemandModelDocumentation.pdf](http://www.sdforward.com/pdfs/RP_final/AppendixT-SANDAGTravelDemandModelDocumentation.pdf)

[4] survey of state forecasts: [http://www.rockinst.org/pdf/government\\_finance/state\\_revenue\\_report/2015-11-16-SRR\\_101.pdf](http://www.rockinst.org/pdf/government_finance/state_revenue_report/2015-11-16-SRR_101.pdf)

Copyright © 2015 Voice of San Diego. All rights reserved.

# EXHIBIT 26

- Voice of San Diego - <http://www.voiceofsandiego.org> -

## With Measure A, SANDAG Is Counting on San Diegans to Spend Like They've Never Spent Before

Posted By [Andrew Keatts](#) On October 24, 2016 @ 5:24 pm In [2016 Elections, Must Reads, Politics, SANDAG](#) | [No Comments](#)

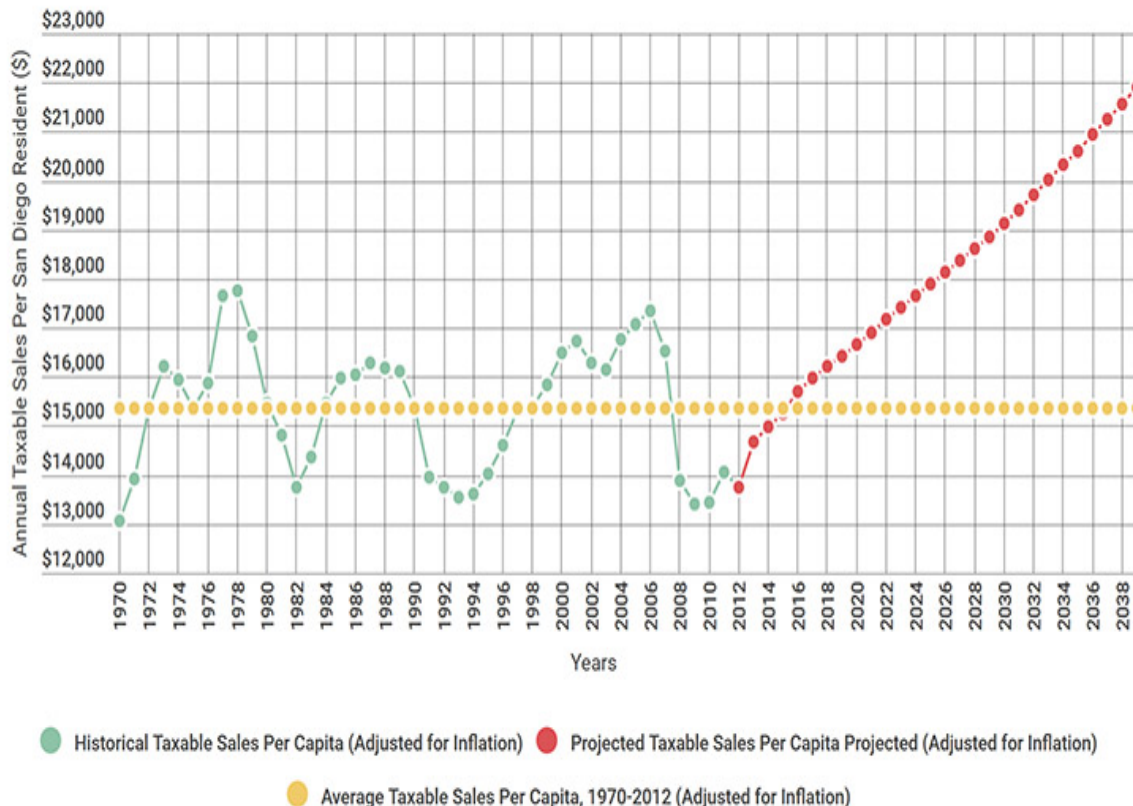
SANDAG expects you – yes, you! – to spend a lot more than you have been on items like clothing, cars and appliances. And it expects you to keep spending more well into the future.

The agency is promoting Measure A, a countywide sales taxes hike that would pay for regional transportation projects. It has said the measure will bring in about \$18 billion over 40 years.

But for Measure A to meet the \$18 billion number that's being touted in mailers and in the official ballot language, the typical San Diego resident would need to spend more money on items subject to the local sales tax than at any time since 1970, even accounting for inflation.

In other words, SANDAG's promise to collect \$18 billion, and thus build \$18 billion worth of projects, [relies on incredibly aggressive growth projections](#) <sup>[1]</sup>.

# Taxable Sales Per San Diego Resident



The typical San Diegan has spent on average about \$15,000 a year on goods subject to the sales tax, going back to 1970. But SANDAG's projections, which were used to determine that Measure A would bring in \$18 billion over the next forty years, anticipate that number increasing by more than 30 percent in the coming decades, far exceeding the all-time high.

[2]SANDAG's former chief economist and current director of special projects, Marney Cox, defended that aggressive growth projection.

Taxable sales have grown by big margins in San Diego before, Cox said. In the 1970s and again in the 1990s, sales grew even more quickly than the agency currently envisions.

## We Stand Up for You. Will You Stand Up for Us?

I would like to donate \$

☒ Per Month ☐ Per Year ☐ One Time

[What benefits do VOSD members get?](#) [3]

"The chart doesn't show higher rates of growth than we've seen," Cox said. "It's consistent with what we've seen in the region in the past."

The current expectations would also rely on San Diego far surpassing the overall high point in spending, though.

Other experts disagreed with Cox. Robert Puentes, president of the ENO Center on Transportation – a think tank that's currently monitoring regional transportation taxes like Measure A – called the chart showing ever-escalating spending by San Diego residents "extraordinary."



Lucy Dadayan, a researcher at the policy-focused Rockefeller Institute of Government who is studying a national decline in sales tax revenue growth, cautioned that it's unreasonable to expect growth beyond the historical average, which is what SANDAG is expecting. She said most forecasts should anticipate returns slightly below the historic level to be conservative.

"It's better to collect more money than to underperform," she said.

But the driver of those aggressive growth projections is pretty simple, too. SANDAG's forecast expects San Diegans to keep getting richer. That's why it assumes we'll all have so much more disposable income to spend on things that generate revenue for new transportation projects.

For instance, the agency's current forecast expects the number of households in San Diego making more than \$200,000 a year, adjusted for inflation, to nearly double by 2050. Households making between \$150,000 and \$200,000 would increase 75 percent. Those making between \$125,000 and \$150,000 would increase 62 percent.

Those making less than \$15,000 a year, and those making between \$15,000 and \$30,000, meanwhile, would decrease by 9 percent and 3 percent, respectively.

Cox said there's nothing wrong with those expectations, because the idea that high-income households would represent nearly 30 percent of the overall growth in the county is consistent with other national growth forecasts.

If it sounds counterintuitive, Cox said you need to keep in mind what's happening to the demographics of the country. People are wealthier at the end of their working lives than the beginning. So as the Baby Boomers shift into retirement, we should expect to see the share of upper-income households increasing, if only because those Baby Boomers are getting older.

"It's a distribution thing," he said. "It'll go away."

But it's also possible that the way SANDAG measures household income is itself contributing to the expectation that we'll soon experience a record level of personal spending.

SANDAG's [measure of household](#) <sup>[4]</sup> income doesn't just include the wages of the people who live in one home. It also includes things like the value of their home and the interest earned from things like IRAs.

That's not all that uncommon — the federal government's Bureau of Economic Analysis also measures income that way. But the Census Bureau, in its estimate of household income, only accounts for the money you actually earn.

A [2004 paper](#) <sup>[5]</sup> by analysts from both the Bureau of Economic Analysis and the Census Bureau found that the BEA's measure tends to make the country seem wealthier than the Census Bureau's measurement, and the difference is mostly due to the additional measures of income it includes.

It also found that the Census Bureau's measurement "better measures current capacity to spend." That makes sense: An increase in your home value improves your financial position, but it doesn't necessarily mean more spending money in your pocket.

That could be a problem for SANDAG, which uses its household income expectations to figure out how much money people will have to spend, and therefore how much SANDAG will be able to collect in sales taxes.

If that's the case, it would mean SANDAG has systematically overstated how much spending will occur in the county going forward, and make it much less likely that the boom in local spending required for the agency to collect \$18 billion from Measure A will ever materialize.

Nonetheless, Cox stands by the agency's numbers and the expectation that Measure A will bring in \$18 billion for new transportation projects.

If he's wrong, and county voters don't reach unprecedented levels of personal spending, many of the projects included in Measure A won't be built unless the agency can find another way to pay for them — like another sales tax increase.

---

Article printed from Voice of San Diego: <http://www.voiceofsandiego.org>

URL to article: <http://www.voiceofsandiego.org/topics/politics/with-measure-a-sandag-is-counting-on-san-diegans-to-spend-like-theyve-never-spent-before/>

URLs in this post:

[1] relies on incredibly aggressive growth projections:

<http://www.voiceofsandiego.org/topics/politics/sandags-last-tax-hike-is-billions-short-and-measure-a-could-be-too/>

[2] Image: <https://infogr.am/ea8a39d0-94d4-43e2-a5fa-1ecca1ddd1a0>

[3] What benefits do VOSD members get?: <http://www.voiceofsandiego.org/about-us/members/membership-levels/>

[4] measure of household: [http://www.sdforward.com/pdfs/RP\\_final/AppendixT-SANDAGTravelDemandModelDocumentation.pdf](http://www.sdforward.com/pdfs/RP_final/AppendixT-SANDAGTravelDemandModelDocumentation.pdf)

[5] 2004 paper:

<https://www.bea.gov/about/pdf/AlternativemeasuresHHincomeFESAC121404.pdf>

Copyright © 2015 Voice of San Diego. All rights reserved.

# EXHIBIT 27

---

**From:** Mukherjee, Sanchita  
**Sent:** Friday, November 4, 2016 9:08 AM PDT  
**To:** Miller, Jim  
**Subject:** RE: How's everything?

Thanks, Jim. Ah! I see..trouble with DEFM's Series 13 revenue forecasts. Yes, I would keep my head down as well.

Good luck with the new intern...hope everything works out well.

Regards,  
Sanchita

---

**From:** Miller, Jim  
**Sent:** Thursday, November 3, 2016 1:41 PM  
**To:** Mukherjee, Sanchita  
**Subject:** RE: How's everything?

Glad all is well! I can only imagine the joys, frustrations, fears, and highs of parenthood. Especially at this stage, when it's all so new. I'm confident you're doing great.

Don't even think about coming back from work early, unless you really want to. Enjoy this time as much as possible.

We have not gotten new employment center data, but we are pre-occupied with the recent revelation that our revenue forecasts from DEFM are insanely optimistic (for a few reasons too boring to get into). Voice of San Diego is writing about it. I'm just keeping my head down. New intern starts on the 14<sup>th</sup>.

Get rest!

- Jim

---

**From:** Mukherjee, Sanchita  
**Sent:** Thursday, November 03, 2016 1:02 PM  
**To:** Miller, Jim  
**Subject:** RE: How's everything?

Hi Jim,

# EXHIBIT 28

File

Meeting

Tell me what you want to do

Delete

Respond

Meeting Notes

Calendar

Move

Rules

Mark Unread

Categorize

Follow Up

Translate

Find

Related

Select

Zoom

Delete

Respond

Meeting Notes

Calendar

Move

Tags

Editing

Zoom

Mon 10/24/2016 12:24 PM

Lero, Tessa

PRA/Communications follow up discussion

Required

Gallegos, Gary; Kawada, Kim; Nuncio, Jose; Windsor, Colleen; Kirk, John; Daniels, Clint; Major, Ray; Cox, Marney

Optional

Gao, Helen; Tucker, Shelby

We couldn't find this meeting in the calendar. It may have been moved or deleted.

When

Friday, October 28, 2016 2:30 PM-3:30 PM

Location

#Conf Room 8A

# EXHIBIT 29



## **RECORDS MANAGEMENT**

These procedures are intended to ensure the safekeeping of SANDAG records with administrative, legal, fiscal, programmatic or historical value; provide ease of access to SANDAG records by staff; provide ease of access to SANDAG records by members of the public in accordance with SANDAG's Public Records Request Guidelines; ensure compliance with Government Code section 60201 et seq., and provide the necessary guidance to ensure proper records management, including retention and disposition.

SANDAG's records are a valuable resource. This policy provides procedures to ensure SANDAG's records are maintained in a consistent, orderly, secure and accessible manner.

### **Procedures**

#### **1. Policy Statement**

- 1.1 Records kept by a SANDAG employee because they are necessary or convenient to the discharge of that employee's duties for SANDAG are public records. Any and all records generated in the course of SANDAG business are the property of SANDAG, unless otherwise agreed to in a contract document. Public records include, but are not limited to, correspondence, memoranda, emails, phone logs, reports, maps, tapes, contracts, project files, photographic files, digital imagery data, prints, charts, drawings, machine-readable records, videos, and audio recordings. Persons to whom this policy applies should pay particular attention when using e-mail or other less formal forms of communication to ensure that matters discussed are handled with due care and reviewed for professionalism, accuracy and objectivity as they are discoverable public records that can be used as evidence in litigation.
- 1.2 Records must be maintained in accordance with the SANDAG Records Retention Schedule until their retention period expires, after which the records should be disposed of promptly and appropriately. The periods shown in the Records Retention Schedule are minimum time periods that do not start until the document and/or project is complete. Records can be maintained for time periods in excess of the retention period in the schedule if the records are still needed for reference, but should be disposed of as soon as possible to conserve storage space.

#### **2. Applicability**

This policy applies to all persons, including employees, consultants, and contractors, responsible for the generation and/or maintenance of SANDAG records.

#### **3. Public Records**

- 3.1 Records that pertain to "housekeeping" matters that will not be needed for future reference may be disposed of immediately. For example, preliminary drafts, notes,



and interagency and intra-agency memoranda that have been retained for less than 60 days and that are no longer needed for use or reference should be disposed of immediately.

- 3.2 All records that are kept for more than 60 days for use or reference by an employee, and that are not otherwise exempt, must be treated as a public record. All public records must be kept for a minimum of two years after the date they are finalized. Some records must be kept for longer than two years and the retention period for most records is contained in the Records Retention Schedule. The time periods shown in the Records Retention Schedule should be followed unless a document needs to be retained for a longer time period than that shown because the custodian believes the record is still needed for reference. All of the time periods shown for retention begin no sooner than the date the record is put in its final form.
- 3.3 Records that are purely personal in nature such as shopping lists, personal email, or correspondence from a friend should not be treated as public records. In order to prevent a claim that such records are subject to disclosure, and to prevent an unnecessary burden on SANDAG resources, however, records unrelated to SANDAG business should be purged from SANDAG computers and files.
- 3.4 After a public record has been maintained for the required time period it should be disposed of promptly. If records contain confidential or trade secret information, steps should be taken to ensure the records are not disclosed when they are destroyed.
- 3.5 At least once each year the Records Retention Schedule will be reviewed and revised as needed. The Schedule will be circulated to the department and division directors for recommended changes and additions and reviewed by the Office of General Counsel. Changes to the Records Retention Schedule must be approved by the Executive Director and Office of General Counsel.
- 3.6 Retention periods for records required for current litigation, audit, or environmental review must be suspended and the records maintained in their original condition and format until the matter is resolved.

Records that have been saved in electronic format do not need to be maintained in hardcopy unless otherwise stated in the Records Retention Schedule.

#### 4. Project File Maintenance

The project manager(s) for a project and Contracts and Procurement personnel ("project team members") shall maintain centralized files for each project. The project files should not contain preliminary drafts, working papers, notes, or "housekeeping" memoranda or emails that are not needed for future use or reference. The contents of the file for each project shall be set forth in the SANDAG Procurement Manual, which shall be reviewed and updated on a regular basis.

5. Records Containing Confidential or Trade Secret Information

Records created at or received by SANDAG containing confidential or trade secret information must be marked as such and filed in a location where the records will be secure and inaccessible to third parties. Staff should take all necessary steps to ensure that such records are not copied or disclosed to third parties. Once a record is submitted to SANDAG by a company or individual it immediately becomes a public record unless that party has expressly designated the record or portion thereof as confidential, proprietary, or trade secret. For example, unless a proposal or price list from a consultant or contractor is clearly marked as confidential or trade secret it will automatically become a public record. Note, however, that even if a consultant or contractor marks a document as "confidential," "proprietary," or "trade secret" this will not necessarily exempt the document from disclosure under the California Public Records Act or other applicable laws.

6. Public Records Requests

- 6.1 Responses to records requests shall be fully compliant with the California Public Records Act and all other applicable laws.
- 6.2 All records requests received from members of the public shall be treated as urgent and immediately referred to the Office of General Counsel. Timing on responses to public records requests is very important. Under the law a response generally must be provided to the requester within ten (10) calendar days.
- 6.3 SANDAG's Public Records Request Guidelines shall be available to view on the SANDAG website, and shall be consistent with this policy and applicable law.










Adopted June 2003

Amended December 2004

Amended December 2006

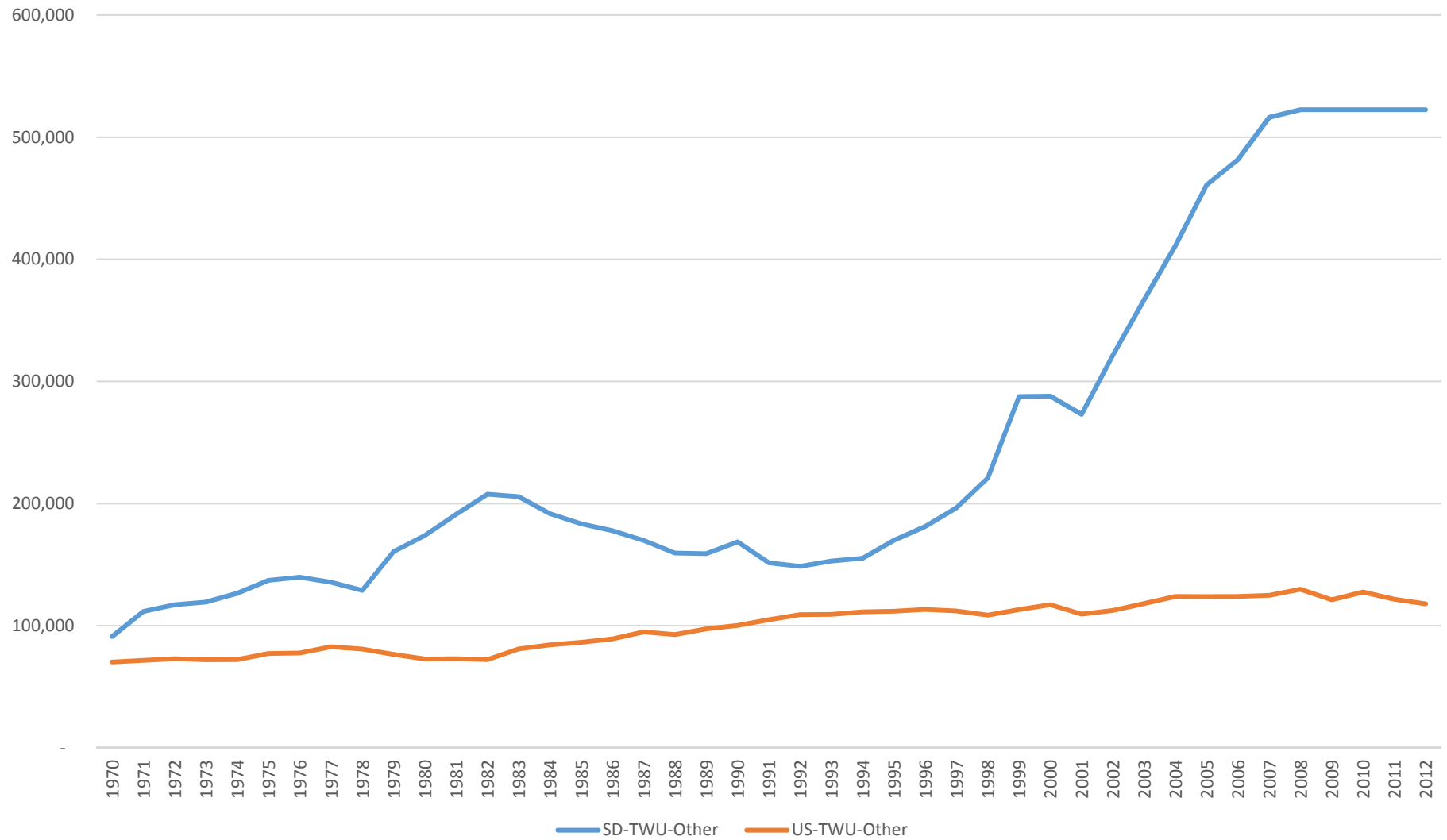
Amended January 2017

# EXHIBIT 30

Name ▲	Size	Type	Date Modified	Date Created	Attributes
 9a74390f390754670e0f07		File Folder	4/15/2009 2:21 PM	4/15/2009 2:20 PM	
 ADBACKUPS		File Folder	12/2/2013 10:48 AM	1/27/2009 9:50 AM	
 casa		File Folder	8/1/2015 1:19 PM	12/14/2010 12:45 PM	
 M_TEMP_Cleanup		File Folder	12/2/2013 10:52 AM	8/12/2009 8:44 AM	
 ProdSC		File Folder	2/18/2011 4:03 PM	2/18/2011 3:56 PM	
 RECYCLER		File Folder	9/10/2009 9:52 AM	7/2/2008 12:59 PM	HS
 System Volume Information		File Folder	7/6/2017 12:00 PM	7/2/2008 12:38 PM	HS
 tools		File Folder	6/15/2017 8:55 AM	11/1/2016 1:59 PM	
 SYSMANA8_MpsReports.cab	6,449 KB	Cabinet File	9/28/2010 10:57 AM	9/28/2010 10:57 AM	

# EXHIBIT 31

## Labor Productivity



$$LP = \text{Output} / \text{Employment}$$

Employment

Output

File Home Insert Page Layout Formulas Data Review View Add-ins Power Pivot Team Tell me											File Home Insert Page Layout Formulas Data Review View Add-ins Power Pivot Team Tell me										
Clipboard Font Alignment Number											Clipboard Font Alignment Number										
SECURITY WARNING Automatic update of links has been disabled Enable Content											SECURITY WARNING Automatic update of links has been disabled Enable Content										
AQ32 =AN32-AO32-AP32											AI1 QTWUOTH										
1	A	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	1	A	AI	AJ	AK	AL	AM	AN	AO	
17	1985	3229	37262	25709	92829		2530	1097	14870		5980	15	1983	2648.644	477.450	480.627	785.801	45.486	1527.996	110.958	80
18	1986	3043	38279	26951	98348		2579	1322	16046		6442	16	1984	2670.616	518.261	474.803	722.363	50.711	1601.020	119.219	89
19	1987	3021	40178	28860	103254		2822	1435	17104		6773	17	1985	2727.863	551.191	500.521	703.259	56.814	1736.743	128.406	100
20	1988	3339	43343	30720	108705		3331	1408	18026		7086	18	1986	2853.530	601.205	520.872	692.823	64.148	2031.798	186.984	112
21	1989	3743	45832	31273	112825		3563	1463	18789		7329	19	1987	2904.373	612.797	553.734	661.034	70.938	2229.836	258.377	121
22	1990	3898	45324	32200	115200		3536	1509	19055		7900	20	1988	2874.308	623.505	545.168	646.985	66.784	2249.317	223.110	134
23	1991	3819	41941	31100	114300		3678	1767	21256		8200	21	1989	2987.118	637.971	562.405	694.396	68.908	2227.816	177.487	147
24	1992	4018	35464	30800	111700		3435	1887	20977		8100	22	1990	3213.074	688.679	623.521	749.718	76.988	2076.991	170.400	148
25	1993	4089	29895	30300	114200		2677	2031	21892		7900	23	1991	3219.478	684.909	596.803	797.845	71.994	1953.583	186.536	135
26	1994	4463	28845	31400	114300		2356	2008	22836		8200	24	1992	3115.485	647.582	569.566	831.104	83.135	1969.665	248.427	130
27	1995	5586	28411	33400	115500		2094	1942	22864		8700	25	1993	3348.941	634.728	620.761	942.122	93.991	1990.243	271.714	133
28	1996	7204	28360	31900	119000		2068	2212	23320		8700	26	1994	3543.458	650.591	628.913	1095.417	101.396	1717.187	297.864	136
29	1997	8090	30309	33800	125100		2120	2487	24193		9200	27	1995	3884.509	691.230	719.636	1289.518	105.771	1605.412	364.941	140
30	1998	8898	32281	34700	124700		2108	2182	24310		9800	28	1996	4225.330	716.749	753.941	1541.622	128.379	1816.905	437.689	150
31	1999	7309	31418	36800	128200		2090	2127	24883		10200	29	1997	4753.911	797.287	801.541	1871.794	156.729	2475.110	574.626	168
32	2000	7249	38,278	39100	133800	29,800	2110	25,558	35,800		12000	30	1998	5372.793	940.110	850.446	2297.622	197.179	2670.895	788.958	176
33	2001	7331	38,162	41500	135600	32,000	2268	27,563	35,500		11900	31	1999	7158.169	1277.138	1157.070	3191.427	303.358	2989.317	1071.708	187
34	2002	6859	36,866	41300	138000	29,300	1890	2550	24,860	34,400	11500	32	2000	7360.037	1750.278	1084.670	2795.250	393.769	2883.682	1639.228	190
35	2003	6556	33,136	41600	140800	27,300	1797	2514	22,989	33,400	10800	33	2001	7528.122	1650.697	1070.833	3174.664	315.672	3081.747	1902.610	190
36	2004	6580	31,598	41,900	144,900	28,400	1795	2604	24,001	32,500	10,700	34	2002	7991.119	1620.654	1173.908	3539.165	303.412	3734.968	1776.250	198
37	2005	6012	31,781	43,600	147,400	28,400	1738	2198	24,464	32,600	10,800	35	2003	8434.314	1658.494	1390.076	3578.426	344.734	4067.741	1828.072	212
38	2006	6154	31,073	45,100	148,300	28,700	1429	2262	25,009	31,700	10,700	36	2004	9866.248	1940.925	1487.423	4154.755	557.075	4268.107	2021.312	232
39	2007	5837	30,483	45,500	148,100	28,800	1432	2515	24,853	31,300	10,400	37	2005	11275.294	2147.598	1694.888	4921.240	646.752	4748.339	2380.307	246
40	2008	5900	29,700	44,900	142,000	29,000	1500	2500	25,000	31,400	9,700	38	2006	12045.707	2314.251	1783.398	5257.027	740.379	4710.974	2709.178	263
41	2009	5900	25,300	40,600	131,600	27,400	1420	2360	23,620	28,200	8,900	39	2007	12832.084	2569.141	1916.646	5562.219	751.582	4216.131	2710.948	264
42	2010	4500	24,550	40,100	130,700	26,500	1370	2280	22,850	25,100	7,900	40	2008	13,062.9	2,396.2	1,910.9	5,966.7	778.7	3,547.7	2,781.4	25
43	2011	4500	25,400	40,700	132,200	26,100	1350	2250	22,500	24,000	7,700	41	2009	12341.8	2198.6	1910.9	5006.0	716.7	3528.5	2923.4	2
44	2012	4500	25,400	39,100	135,600	26,400	1,300	2,200	22,900	23,700	7,500	42	2010	11939.5	1951.6	1910.9	4449.8	510.8	3398.1	2946.9	2
45												43	2011	11756.6	1902.2	2102.5	4468.7	458.1	3716.3	3000.8	2
46												44	2012	11965.6	1852.7	2206.9	4773.6	508.0	4084.0	3031.9	2
47												45									
48												46									
49																					
50																					
Calif ExogVars SDPop SDInc Fin VitalSum vitals_original Mig SDConst SDPrice SDC											Calif ExogVars SDPop SDInc Fin VitalSum vitals_original Mig SDConst SDF										

# EXHIBIT 32



# SANDAG Can Still Deliver on TransNet Promises

## THE GIST

**SANDAG intends to put into place additional quality control of its forecasting process. Regardless, SANDAG has a proven track record of being able to take advantage of opportunities to bring in matching funds and deliver on its promises to voters in the San Diego region.**

## OPINION



A TransNet-funded construction project at the I-5 Genesee Avenue Interchange

By Ron Roberts | January 6, 2017

Questions have been raised by Voice of San Diego about the San Diego Association of Governments' ability to continue improving our region's transportation system, as well as the agency's conduct in sharing information with the public about its efforts.

Before answering those specific questions, a little background is important. SANDAG – which is overseen by a board of elected officials from all of the region’s 18 cities and the county – administers our region’s voter-approved TransNet half-cent sales tax for transportation.

## COMMENTARY

The Voices of San Diego

(<http://www.voiceofsandiego.org/wp-content/uploads/2013/12/Commentary-NoBorder.jpg>) Using this local source of revenue since 1988, SANDAG and its partner agencies have successfully attracted state and federal matching funds to complete more than 650 projects. And in the first eight years of the 40-year TransNet Extension program, the agency has finished or started construction on 40 percent of the projects promised to voters.

Nevertheless, as we continue to grow, there are increasing needs in the region. Recognizing this, the SANDAG board placed Measure A on the November ballot seeking an additional half-cent sales tax to fund transit, open space, highway, bike/pedestrian and local infrastructure improvements. Fifty-eight percent of voters supported the measure, but it fell short of the two-thirds majority needed to pass (<http://www.voiceofsandiego.org/topics/politics/county-officials-must-go-back-drawing-board-transportation-funding/>).

Starting a few weeks before the election, Voice raised a series of questions related to the TransNet program and about how much revenue Measure A would likely generate (<http://www.voiceofsandiego.org/topics/politics/with-measure-a-sandag-is-counting-on-san-diegans-to-spend-like-theyve-never-spent-before/>). Here, fundamentally, are the three primary questions and my responses to them:

## Has SANDAG overestimated the revenue it is likely to receive from the existing TransNet program?

Maybe, but we won’t know for sure until 2048.

---

## We Stand Up for You. Will You Stand Up for Us?

I would like to donate \$  **Per Month** ☐ Per Year ☐ One Time

This donation will make you a **Conversation Starter** member.

[Donate Now](#) [What benefits do VOSD members get? \(/about-us/members/membership-levels/\)](#)

---

SANDAG uses a complex computer model to forecast population, jobs and housing growth. This model looks out over long periods of time and is tied to state Department of Finance estimates. The model then uses a multi-step process to forecast taxable retail sales in the future, factoring a large number of inputs into a series of equations. Small changes in any of the inputs may have little impact in the short run, but can potentially multiply into bigger effects as the model projects out over decades.

The taxable retail sales number generated by this model is one element that is used later in a budgeting process to estimate future TransNet revenue.

SANDAG staff recognized more than a year ago that the model's taxable retail sales estimates appeared aggressive, but it was not immediately clear why. Nor was it clear what, if any, impact that might have on the TransNet revenue estimates. Staff started the initial work of updating the model. They planned to address the taxable retail sales issue as part of a larger effort to refresh the model, which is budgeted this fiscal year.

VOSD raised questions about the TransNet revenue forecast

(<http://www.voiceofsandiego.org/topics/politics/sandags-last-tax-hike-is-billions-short-and-measure-a-could-be-too/>) in late October as part of its election coverage of Measure A. Rather than wait, SANDAG staff dug into the issue, focusing their efforts on the taxable retail sales number that came from the computer model. After a month of work, staff concluded that the model overestimated taxable retail sales. Those overestimates will be corrected (<http://www.voiceofsandiego.org/topics/government/sandag-admits-to-overestimating-what-itd-collect-from-tax-hike/>) as part of the update to the model.

In the meantime, an independent methodology using a consensus of three national forecasts was developed so that it could be used in budgeting for the TransNet program while the SANDAG model is being updated. This more conservative forecast estimated that TransNet will bring in approximately \$17.3 billion between now and 2048, roughly \$3.3 billion less than previously forecast (in year-of-collection dollars).

This new forecast is lower than the previous one used in SANDAG's budgeting for the TransNet program, but – by the very nature of forecasting – it is difficult to conclude that it will turn out to be more accurate in the long run. Fundamentally, the new forecast results in a 3.9 percent average annual growth rate in TransNet revenue, a half a percent lower than the previous forecast. If sales tax revenue grows annually at just one-tenth of 1 percent faster than the new forecast predicts, the region would collect an additional \$250 million in revenue over the remainder of the program.

To add perspective, if we looked independently at each of the three national forecasts used to create the consensus forecast, TransNet revenue estimates would range from \$16.1 billion to \$20.1 billion.

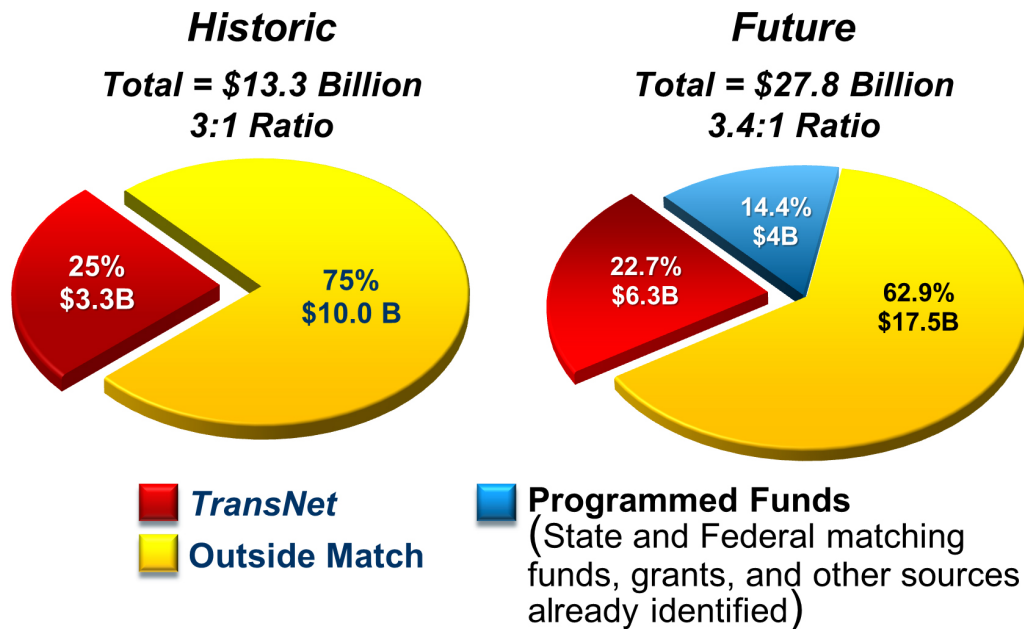
## Can SANDAG still complete the projects it promised to voters back in 2004 when they extended TransNet for another 40 years?

Yes, if SANDAG continues to attract federal and state matching funds at a similar rate as it has in the past.

The agency's ability to complete projects depends on much more than just TransNet, which is a single revenue source in a very large capital improvement program. Project costs, the availability of matching funds and the state of the economy also are enormous factors.

The increasing price tags for the projects may be the biggest challenge. As planners and engineers have looked more closely at the projects, estimated costs have increased. For example, State Route 78 will cost more to widen than initially expected because we now know it will be necessary to replace the bridges that pass over the highway. As a result of these recent updates to cost estimates, the expected total to complete the projects included in the TransNet extension have increased by about \$8.4 billion (from \$19.4 billion to \$27.8 billion).

## TransNet Leverage Ratios



(<http://www.voiceofsandiego.org/wp-content/uploads/2017/01/TransNet-Leverage-Ratios-Historic-Future-WHITE-BACKGROUND.jpg>)

Overall, SANDAG needs to attract approximately \$3 in outside funds for every \$1 generated locally by TransNet to complete the program over the coming 30 years. That ratio is similar to the track record SANDAG has with the TransNet program over the past 30 years.

To be exact, the ratio needed is 3.4-to-1. That is, it *will be* if all the projections we're relying on – population, inflation, costs, revenue estimates, etc. – over the next three decades turn out to be correct. With changes to any of these factors – such as the increased federal investment in infrastructure being discussed by the incoming administration – that ratio could change significantly.

Had SANDAG concluded before the election that there were problems with its model that could have resulted in the \$18 billion Measure A revenue forecast being overestimated?

No – before the election, SANDAG technical staff had not discovered how, or if, the agency's computer model could have caused an overestimation of the Measure A revenue forecast.

SANDAG staff prepared a revenue forecast for Measure A more than a year before the election, estimating that it would bring in \$18 billion over 40 years (in constant 2015 dollars).

After the revenue forecast was prepared, staff recognized in late 2015 that taxable retail sales forecasts produced by the agency's computer model seemed aggressive. Staff decided to address the issue as part of a planned update to the model.

Over the past five years, SANDAG has been working on a program to update its computer modeling capabilities. The next model slated to be updated – the Demographic and Economic Forecasting Model, used to help forecast population, jobs, housing and economic changes – was generating the estimate of taxable retail sales. SANDAG staff did some initial work to start updating this model. And, going forward, the agency planned to continue to work on a full update, including the source code, data, and econometric equations that drive the model. As part of that larger process, staff planned to address the model's taxable retail sales estimates.

A few weeks before the election, Voice of San Diego raised the question of whether the sales tax revenue forecasts for the existing TransNet program and for the proposed Measure A sales tax were too high. SANDAG technical staff dug into the agency's very complex computer model sooner than planned. After a month of intensive investigation, it was discovered that the growth rates of economic output for certain employment sectors used in the model were aggregated incorrectly from the source data, causing overestimations of taxable retail sales. Those taxable retail sales figures were used in revenue forecasting for TransNet and Measure A. By this time, the general election was over.

In the wake of the election, SANDAG board members asked for a status report on the existing TransNet extension program. In December, staff presented an update, including what has been accomplished to date, as well as updated cost estimates for the projects yet to be completed, a review of the many ups and downs in sales tax revenue and a more conservative sales tax revenue forecast based on the consensus of three national forecasts.

## The bottom line question: What are the next steps, and can SANDAG deliver the projects in the TransNet extension ordinance?

SANDAG intends to put into place additional quality control of its forecasting process. Even with an updated model and additional quality assurance, the agency will continue to reassess its revenue forecast every year and make adjustments for both the short-term and long-term financial outlook.

It is through this disciplined approach that SANDAG has been able to deliver projects year after year. I remain confident that many opportunities will present themselves over the remaining 32 years in the TransNet program to bring in matching funds. SANDAG has a proven track record of being able to take advantage of those opportunities and deliver on its promises to voters in the San Diego region.

*San Diego County Supervisor Ron Roberts is chairman of the SANDAG Board of Directors.*

This article relates to: Must Reads (<http://www.voiceofsandiego.org/category/must-reads/>), Opinion (<http://www.voiceofsandiego.org/category/topics/opinion/>), SANDAG (<http://www.voiceofsandiego.org/category/sandag/>)

# EXHIBIT 33

# 'OMG,' 'WTF': Emails Show SANDAG Knew Forecasts Were Wrong, Went to Voters With False Promise Anyway

## THE GIST

Emails obtained by VOSD reveal that top SANDAG officials were told the agency's economic forecasts — and therefore the numbers it showed voters about last year's Measure A — were way off almost a year before the 2016 election. Instead of acting, the agency continued to rely on numbers they'd been told were faulty, misleading voters in the process and keeping important information from potential watchdogs.



SANDAG's headquarters

By Andrew Keatts (<http://www.voiceofsandiego.org/author/andrewkeatts/>) | February 6, 2017

When SANDAG asked voters to approve Measure A in November, it told the public the proposed sales tax would bring in \$18 billion. The agency knew the measure would bring in far less than that – but it dangled the \$18 billion number in front of voters anyway.



Emails obtained by Voice of San Diego reveal that staff at the San Diego Association of Governments panicked when they discovered the agency's economic forecasts had significant errors that overstated how much revenue a sales tax would raise for transportation projects.

Once the agency's chief economist understood the scope of the agency's forecasting failure, he responded colorfully.

"Omg," Ray Major wrote in an email to the staffer who identified the problem.

In a second response, he took it a step further: "Wtf."

Staff members then prepared a presentation describing the errors they had discovered, and the dramatic implications they carried for the regional planning agency.

---

## We Stand Up for You. Will You Stand Up for Us?

I would like to donate \$  **Per Month** Per Year One Time

This donation will make you a **Conversation Starter** member.

[Donate Now](#) What benefits do VOSD members get? (/about-us/members/membership-levels/)

---

After receiving the presentation, SANDAG's executive director and other high-ranking officials did nothing. They didn't pass the information to the agency's board of directors, composed of elected officials from around the county. They didn't alert the oversight committee created specifically to make sure a tax-and-spending program approved by voters in 2004 was making good on its promises.

Instead, the agency continued to rely on the forecast it had been told was faulty, misleading voters in the process and keeping important information from potential watchdogs.

Four months after receiving the staff presentation, SANDAG approved putting a tax measure on the ballot that promised to raise \$18 billion for transportation projects. That total relied on the forecast that officials had already been told had major problems.

Likewise, officials did not use the new information to adjust their plans for TransNet, the tax voters approved in 2004 to fund regional transportation projects. Nowhere in TransNet's plan of finance or in documents given to that measure's oversight committee did SANDAG acknowledge that its own modeling team and chief economist had discovered the spending total approved by voters – and therefore the list of projects promised to voters – was no longer realistic.

Voters rejected Measure A. If it had passed, SANDAG would have been able to use the new money to plug TransNet's shortfall. Now, the agency has disclosed it has a funding shortfall of billions of dollars and no clear way (<http://www.voiceofsandiego.org/topics/opinion/sandag-can-still-deliver-transnet-promises/>) to address it. The agency is already discussing another potential tax hike.



In an interview, the agency's director and chief deputy director acknowledged that they did not act on the information presented to them in any way, or alert the board of directors or watchdog group to the new information. They said they instead planned to make the necessary changes when they were scheduled to next adopt a new forecast.

In the meantime, though, they asked voters to approve a tax measure that they knew was based on bad, and potentially outright false, information. The overstated revenue total, whether or not it was intentional, allowed the agency to build a larger project list, which would appeal to more voters by offering projects that might entice them directly.

Voice of San Diego revealed the problems with SANDAG's forecast in October (<http://www.voiceofsandiego.org/topics/politics/sandags-last-tax-hike-is-billions-short-and-measure-a-could-be-too/>), weeks before voters (<http://www.voiceofsandiego.org/topics/politics/with-measure-a-sandag-is-counting-on-san-diegans-to-spend-like-theyve-never-spent-before/>) weighed in on the measure. The agency insisted at the time that it was still on track to build everything it had promised voters in 2004 with TransNet and that the new tax hike, Measure A, would raise as much as they were telling voters.

They've since acknowledged the measure wouldn't have generated \$18 billion. But it turns out they not only knew that in November – they knew it nearly a full year earlier, and months before they finalized the measure that went before voters.

In November 2015, Dmitry Messen, a modeling staffer at SANDAG, sent Major a chart demonstrating how much the typical San Diego resident had spent on taxable items in the county going back to 1970, and how SANDAG's long-term forecast expected that to change in the future.

In a series of emails ([http://www.voiceofsandiego.org/wp-content/uploads/2017/02/WTF\\_OMG\\_Emails.pdf](http://www.voiceofsandiego.org/wp-content/uploads/2017/02/WTF_OMG_Emails.pdf)), Major eventually recognized there was a big problem. He asked Messen to confirm that he understood the situation accurately: Is it really true, he asked, that wages had historically increased by just .69 percent each year on average, and yet the agency's forecast was expecting them to grow by 1.3 percent annually in the future?

Yes, Messen said. That's correct.

That's when Major responded: "Omg."

"I can think of another popular 3 letter acronym," Messen said in an email.

"Wtf," Major concluded.

The next month, Major and other modelers put together two presentations for SANDAG officials, emails show ([http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Presentation\\_Emails.pdf](http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Presentation_Emails.pdf)). One was about why the agency's projections for income and taxable sales were so high (<http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Why-Income-and-TRS-are-High-in-SR13.pptx>). The other was simply titled "Presentation for Executive Team (<http://www.voiceofsandiego.org/wp-content/uploads/2017/02/Presentation-for-the-Executive-Team.pptx>)."

Together, the presentations paint a clear picture: SANDAG's forecasts have indefensible expectations for how rich San Diegans will become in the coming years, thus creating unsustainable expectations for how much money everyone will spend. That has translated into unreasonable revenue expectations for the agency's spending programs.

In April, four months after SANDAG executives learned of the problems with the revenue forecast, the agency's board of directors approved ([http://sandag.org/uploads/meetingid/meetingid\\_4425\\_20630.pdf](http://sandag.org/uploads/meetingid/meetingid_4425_20630.pdf)) putting the \$18 billion spending plan before voters.

One slide in the presentation specifically shows that a more reasonable set of expectations would mean TransNet would collect much less money. The agency also creates a spending plan based on just the next few years, instead of the full 40-year period of the tax, and the presentation showed that too was expecting too much money.

Yet SANDAG never explicitly disclosed these findings anywhere. In fact, in a report ([http://www.sandag.org/uploads/meetingid/meetingid\\_4223\\_21187.pdf](http://www.sandag.org/uploads/meetingid/meetingid_4223_21187.pdf)) to TransNet's oversight board this summer, SANDAG provided a lengthy explanation for why it was not concerning that the agency had collected much less money than anticipated. That explanation was written nine months after SANDAG staff discovered that its forecast wasn't reliable, but contained no mention of that discovery.

Emails show that explanation was written by the agency's former chief economist, Marney Cox.

"Marney did the calculations and wrote the paragraph below. It was his model," Major wrote to another staffer ([http://www.voiceofsandiego.org/wp-content/uploads/2017/02/His\\_Model\\_Email.pdf](http://www.voiceofsandiego.org/wp-content/uploads/2017/02/His_Model_Email.pdf)), of the explanation that was eventually provided to the oversight board.

The agency's director and chief deputy director, Gary Gallegos and Kim Kawada, said they did not act on any of the information presented to them about their forecast because Cox argued that though the projections were aggressive, they were not impossible.

Gallegos and Kawada also said the connection between forecasting taxable retail sales and the revenue they could generate from a tax measure was not immediately clear – even though the faulty forecast's impacts on TransNet revenue was specifically spelled out in the report provided to them.

That's why the \$18 billion projection for the tax measure that became Measure A was never amended and the agency presented the number to voters despite concerns from SANDAG's own internal experts.

"I hear what you're saying, in terms of how the optics look, but I don't think it's that," Kawada told me. "The mistake was we relied on our longtime economist to give us our revenue projections for Measure A. It wasn't until we sat down with Ray Major, as the new chief economist coming in with fresh eyes, going 'Hey this doesn't make sense.'"

"Marney probably thought until the end that we were going to get those dollars," Gallegos said.

Kawada and Gallegos said SANDAG officials were going to make changes the next time they updated the forecast but were jolted into action earlier than planned when Voice of San Diego published its investigation into the revenue problems facing both TransNet and Measure A.

"Once we realized what (Voice of San Diego) highlighted ... we started bringing people together and forcing that conversation," Gallegos said. "It was a pretty intensive month and a half look at people trying to figure out what's causing this."

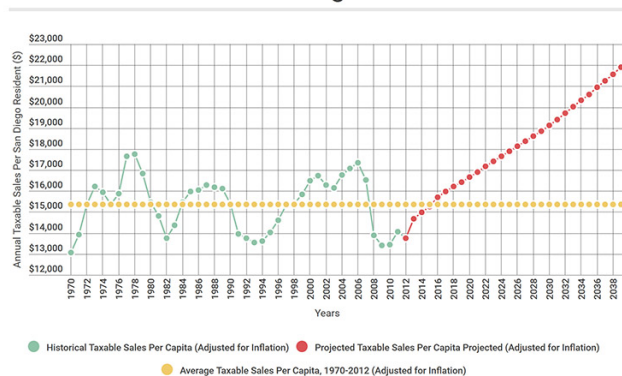
Why did it take a reporter presenting the information to spur action when their own staff members had alerted them to the problem a year earlier?

"It really was, to be honest with you, I know you said, 'I'm not an economist, I'm a layperson' but it took [the Voice of San Diego investigation] for us to go, 'OK guys, if you've told us this, then we need to take a time out, stop everything,'" Kawada said.

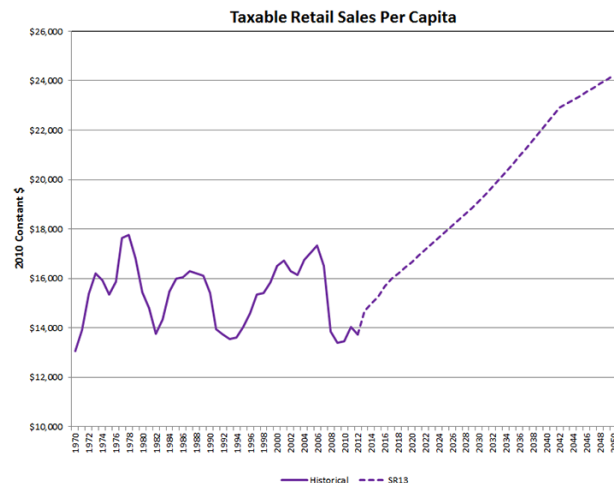
This ignores, however, that the second slide in the presentation included a chart that is virtually identical to one published by Voice of San Diego before November's election, which uncovered that the ballot measure would be hard-pressed to raise the \$18 billion it was promising voters.

The chart shows how much people would have to buy in San Diego over coming decades to to make good on the projection that the tax on purchases would raise \$18 billion.

**Taxable Sales Per San Diego Resident**



The typical San Diegan has spent on average about \$15,000 a year on goods subject to the sales tax, going back to 1970. But SANDAG's projections, which were used to determine that Measure A would bring in \$18 billion over the next forty years, anticipate that number increasing by more than 30 percent in the coming decades, far exceeding the all-time high.



(<http://www.voiceofsandiego.org/wp-content/uploads/2017/02/SANDAG-side-by-side.png>)

"Very hard to explain this one," read a note appended to the slide in the presentation.

SANDAG leaders saw this chart twice. It was only when it was reported publicly did the agency react to it in any way.

The revenue total on the ballot is important because it is used to derive the list of projects promised to voters. That list is politically crucial, because the measure needs to win the support of special interest groups and elected officials with disparate concerns (<http://www.voiceofsandiego.org/topics/land-use/fact-check-north-county-wants-its-fair-share-of-sandag-tax/>), each jockeying to ensure the measure achieves their priorities. It's crucial on the ballot, too, since polling data shows voters tend to look at the list to ensure there are projects that will ease their commute or that correspond to their priorities.

After Voice of San Diego's October investigation, SANDAG had its modeling, demographics and economics staffers working almost entirely on identifying and fixing the problem. It took a month and a half, and the agency then disclosed in vague terms that they indeed had a revenue problem

(<http://www.voiceofsandiego.org/topics/government/sandag-admits-to-overestimating-what-it-d-collect-from-tax-hike/>).

It has since adopted a new forecast – derived by averaging three national forecasts from third-party agencies – which significantly curtailed revenue expectations. The new forecast means TransNet could raise \$4 billion less than voters were told in 2004.

***Correction:*** *An earlier version of this story said SANDAG's flawed forecast showed taxable sales were expected to grow at twice their historic average in the coming decades. SANDAG's forecast showed expected wages to grow at twice their historic average.*

This article relates to: 2016 Elections (<http://www.voiceofsandiego.org/category/all-narratives/2016-elections/>), Corrections (<http://www.voiceofsandiego.org/category/corrections/>), Government (<http://www.voiceofsandiego.org/category/topics/government/>), Must Reads (<http://www.voiceofsandiego.org/category/must-reads/>), SANDAG (<http://www.voiceofsandiego.org/category/sandag/>), Transit (<http://www.voiceofsandiego.org/category/all-narratives/transit/>)

# EXHIBIT 34

## Clarification of Recent Press Reports on Measure A Revenue Forecast

**February 7, 2017**

Press reports published in the past few days have raised questions about when SANDAG staff and management knew about problems associated with the agency's sales tax revenue forecasts and whether they failed to take timely action to disclose potential issues to the public before the November 8 election on Measure A.

Much of what has been written has been taken out of context, and we would like to take the opportunity to fill in key pieces of information missing from media reports.

The eye-catching emails quoted by the press, and attributed to then newly hired Chief Economist Ray Major, pertained specifically to the income growth rate, one of numerous factors used to estimate taxable retail sales in the agency's Demographic and Economic Forecasting Model (DEFM). Major noticed that the projected income growth rate was much higher than the historical income growth rate. Those emails were not related to the Measure A revenue forecast, as some of the press reports have implied.

In fact, Major was not involved in the Measure A revenue forecast. At the time he wrote the emails, he was just a couple of months into his job. He was looking at DEFM with a set of fresh eyes and started asking questions in the course of preparing a plan of finance update.

The Measure A revenue forecast was created by the agency's previous chief economist, Marney Cox, who was working independently of Ray and the staff in charge of the forecasting model. Cox and Major had different opinions about whether the taxable retail sales estimates were overly aggressive, with Cox believing they were within reason. And at no point did any staff member go to management and connect a concern about taxable retail sales estimates to the forecast for Measure A or raise a concern that the Measure A forecast might be overestimated.

As part of public records requests, SANDAG turned over thousands of emails and documents to reporters interested in the agency's revenue forecasting process. None of the records revealed any efforts by staff or management to cover up or mislead anyone about *TransNet* or Measure A revenue estimates.

Some of you may recall staff made a presentation on [December 16, 2016 to the Board of Directors](#) (Item 14) explaining errors that occurred in the agency's calculation of taxable retail sales estimations. At that same meeting they presented a new interim methodology (a more conservative methodology) for forecasting *TransNet* revenues.

Here are some additional points not made clear by some press reports:

- Some of the press reports cited a December 2015 meeting between staff and agency executives as evidence that SANDAG leaders knew the Measure A forecast was wrong and simply failed to take action. The meeting in question took place in December 2015, and the topic was updating DEFM. This meeting took place as part of an ongoing conversation

about the need to update DEFM, and because then newly hired Chief Economist Ray Major had been assigned to update the *TransNet* Plan of Finance as one of his first tasks. Major raised questions about projected income growth rates and taxable retail sales growth rates produced by DEFM being higher than the historical growth rates. The modeling team looked into the issue and concluded (which turned out later to be incorrect) that the underlying data from Moody's and the Bureau of Economic Analysis (BEA) was aggressive. There was no connection drawn between that and the bigger picture revenue forecast for *TransNet* or Measure A.

- Staff had already begun the long and very detailed process of updating DEFM as part of a larger effort to update the agency's models. So when Major raised his concerns, staff took what they felt was a reasonable course of action: they committed to developing a new forecasting methodology that would address the issue as part of the next major forecasting effort (Series 14 Growth Forecast).
- With management's support to rebuild DEFM, staff's energy focused on updating the model with a new base code, new algorithms, and data sources. There was no further analysis conducted on the precise nature of the problem with taxable retail sales. (For further details, please see SANDAG Chair and [Supervisor Ron Roberts' op-ed](#) published in the Voice of San Diego on January 6, 2017.)

In October 2016, when the Voice of San Diego published its first article about the *TransNet* revenue forecast, SANDAG Executive Director Gary Gallegos directed staff to dig deeper into the DEFM model and data sources to identify the root cause of what was driving taxable retail sales estimates. After an intense effort, technical staff discovered in November that there were aggregation errors in the model that resulted in optimistic forecasts of taxable retail sales. Again – those estimates were among many inputs used to forecast revenue for *TransNet* and Measure A.

Staff then developed an alternative (and more conservative) forecasting method to use while the DEFM model is being rebuilt and will develop future forecasts with a range of outcomes that capture the inherent uncertainty associated with forecasting. In addition, SANDAG recently reorganized its management team, combining the chief economist and technical services director positions into a single role to provide more integrated and robust oversight of the SANDAG forecasting process.

Ultimately, forecasting is about making an educated guess about the future based on a set of variables. Variables are dynamic because the world is constantly changing.

Gary L. Gallegos

Executive Director, SANDAG

# EXHIBIT 35



---

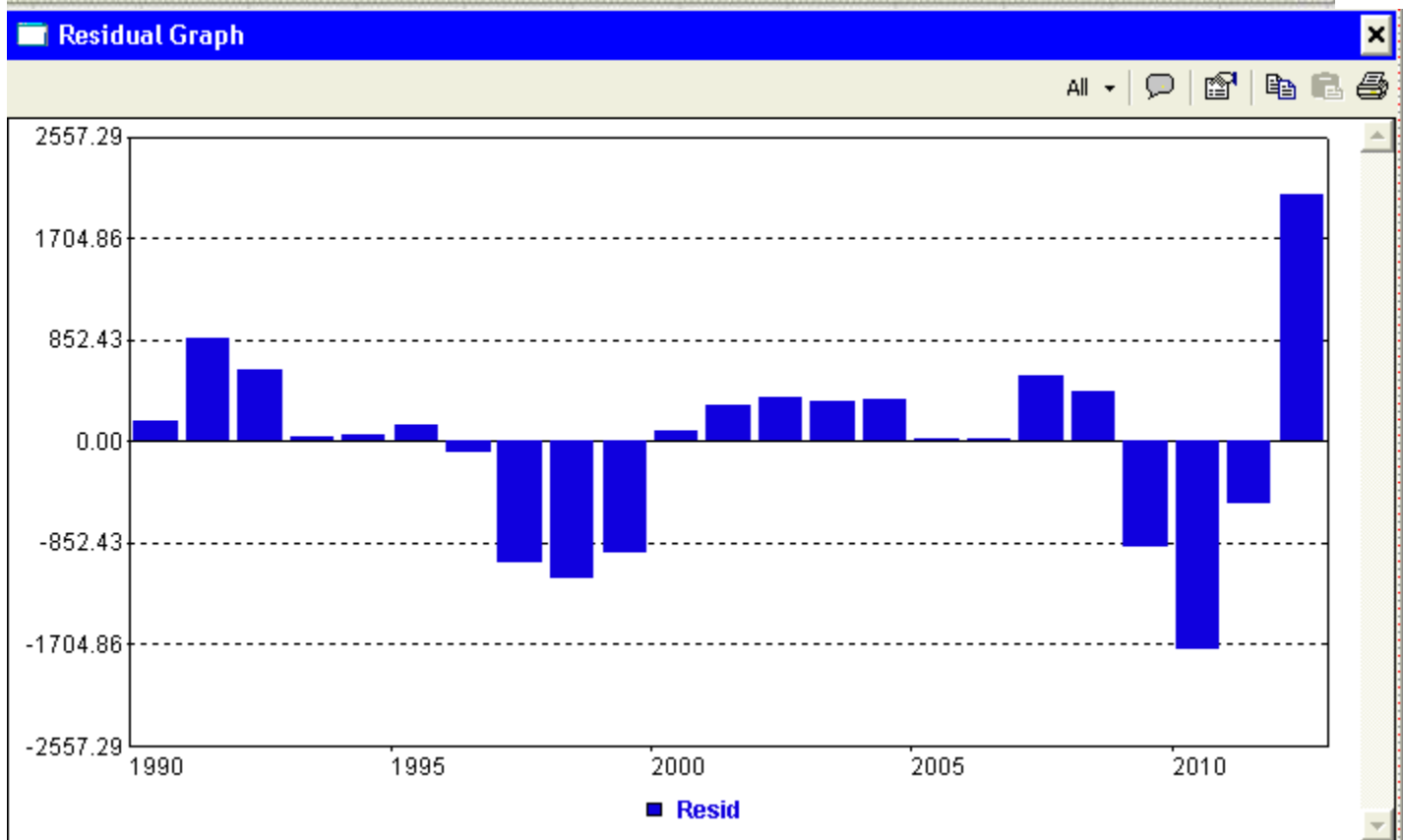
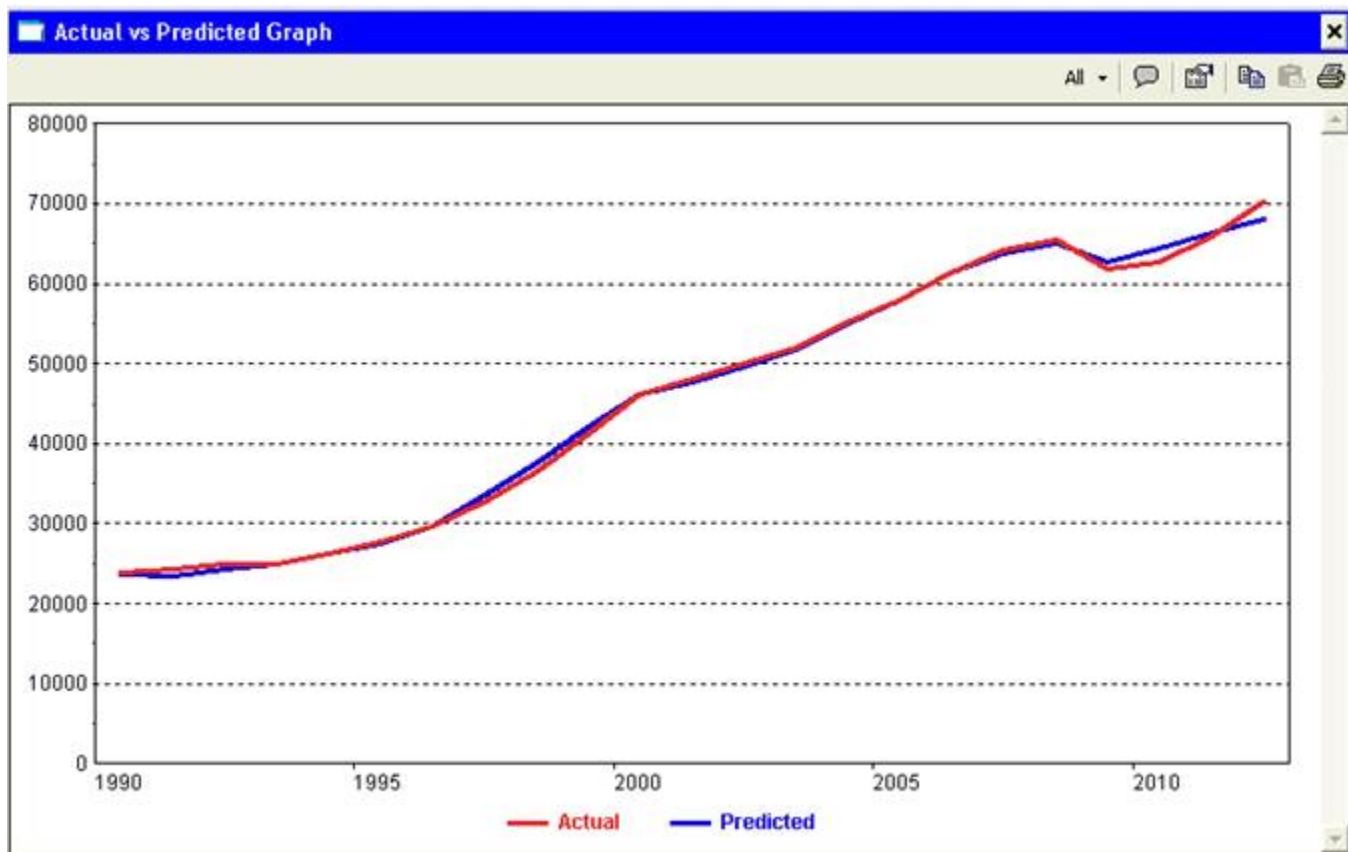
**From:** Flyte, Daniel  
**Sent:** Monday, October 31, 2016 12:15 AM PDT  
**To:** Major, Ray  
**CC:** Daniels, Clint  
**Subject:** SR13 DEFM Income Model

Ray,

I decomposed the DEFM personal income model with the econometric package used to estimate it for SR10-13 (MetrixND). The two largest components of growth in personal income are from civilian pay and military pay (both of which approximately double in real terms between 2010 and 2050). The civilian pay model is represented by the following regression: **CPay = 41393.674 + WEAdj \* 0.159 + PayUS \* 5.430 + L \* 0.0317**

Here are some findings:

- Although income fits the historical time series well, the Moody's forecast to which it's tied goes off the tracks pretty badly, and this looks to have been a problem for at least the past three forecasts.
- As the SR13 documentation states, civilian pay is a function of SD labor force (L, derived from the demographic model and cohort-specific labor force participation rates), the US Payroll from Moody's Economy.com (PayUS, in millions of current dollars), and a derived variable that represents total SD wages adjusted by the mix of employment (WEAdj).
- The model is a multiple regression on an estimation dataset between 1990 and 2012. The overall model fit is actually quite good based on the estimation data set, with a high  $R^2$  of 0.998, a high F statistic, and strong goodness of fit. The root mean square error is \$852, and the MAPE is 1.25%. Here is a plot of the actuals vs predicted and the unstandardized residuals (I don't know to get MetrixND to give standardized residuals).



- The largest contributor to civilian pay is the exogenous Moody's US Payrolls variable. It has a strong positive coefficient, it is highly significant ( $p < .001$ ), and has a low standard error. For every one unit change in PayUS, there is a \$5.43 change in CPay, all else being equal.
- **Contrary to the model documentation** for Series 10 through 13, personal income is NOT a function of wages adjusted by the mix of employment. Rather, at some point post DEFM 99, output was replaced for wages. This is very surprising to me, since nowhere are we actually using wages.
- I discovered some very surprising implications from Moody's forecast.
  - Looking at its 40 year forecast of USPay, along with other Moody's forecast of output, real productivity from wage and salary sectors declines by nearly 40% between 2010 and 2050. The same trend is observed across each sector to a varying degree.
  - Moody's US payrolls forecast assumes real average annual growth of nearly 2% between 2010 and 2050. As Dmitry's charts previously showed, our best 20 year or longer real wage growth rate was around 1%. The 1970-2010 real CAGR was much less than 1%.
  - Moody's also suggests an average real wage increase of nearly 57% between 2010 and 2050—from \$50k to \$77k. In other words, the high payrolls growth is not offset by large employment growth, resulting in very optimistic average wages. As a result, DEFM follows the same trend.
- As far as I know, the Moody's inputs to DEFM are in their raw, unadjusted format. The forecast inputs from them for SR11, SR12 and SR13 are all very similar.
- Military Pay is simply an identity function of derived average wages (from SD total payrolls) multiplied by uniform military counts.
- Household incomes are derived from base year median income adjusted to the change by increment in total personal income, and each of the 10 HH income intervals is correspondingly adjusted (upward, significantly here).

I think I've got it fully traced out now, and I'm happy to go through any of this in detail with you.

Daniel

Daniel Flyte  
Senior Research Analyst

SANDAG  
+1 (619) 699-1967  
401 B Street, Suite 800, San Diego, CA 92101



[Facebook](#) | [Twitter](#) | [YouTube](#)



# SANDAG

## **An Assessment of Its Role in the San Diego Region**

March 2006  
Elizabeth G. Hill, Legislative Analyst

### Acknowledgments

This report was coordinated by Marianne O'Malley, with contributions from Mark Ibele, Joel Riphagen, Michelle Baass, Michael Cohen, Brendan McCarthy, Seija Virtanen-Blaylock, Dana Curry, Mark Newton, and David Vasché. We gratefully acknowledge the extensive assistance provided by SANDAG staff and many of the region's residents and locally elected officials.

The Legislative Analyst's Office (LAO) is a nonpartisan office which provides fiscal and policy information and advice to the Legislature.

### LAO Publications

To request publications call (916) 445-4656.

This report and others, as well as an E-mail subscription service, are available on the LAO's Internet site at [www.lao.ca.gov](http://www.lao.ca.gov). The LAO is located at 925 L Street, Suite 1000, Sacramento, CA 95814.

# Contents

Introduction .....	1
<b>GOVERNANCE OF THE SAN DIEGO REGION .....</b>	<b>3</b>
<b>LAND USE .....</b>	<b>19</b>
Background .....	19
Major Findings .....	22
<b>TRANSPORTATION .....</b>	<b>29</b>
Background .....	29
Major Findings .....	37
<b>HOUSING AND THE ENVIRONMENT .....</b>	<b>43</b>
Housing .....	43
Air Quality .....	47
Water Quality .....	50
Natural Habitat Conservation .....	53
<b>GOVERNING THE SAN DIEGO REGION:</b>	
<b>ASSESSMENT AND ALTERNATIVE APPROACHES .....</b>	<b>57</b>
Mixed Report Card for Regional Governance System .....	57
Policy Trade-Offs Inherent in Governance Change .....	60
Options for Making the Region's Government Work Better ..	60
No Change .....	61
Take Incremental Steps .....	63
Broad Governance Restructuring .....	67
Conclusion .....	71



## INTRODUCTION

Throughout California, governance is the responsibility of the state and federal governments and a diverse array of local and regional institutions. In San Diego, these local and regional institutions include a county government, cities, tribal nations, special districts, specialized regulatory agencies, and a council of governments called the San Diego Association of Governments (SANDAG). For over 20 years, San Diego residents and local officials have debated whether this complex governance structure is well suited to addressing the region's growing transportation, housing, environmental, and other challenges.

In 2002 and 2003, after studies on alternative regional governance structures (see Figure 1) failed to achieve widespread agreement, the Legislature enacted two measures that provided for incremental changes to the San Diego region's governance structure. Together, Chapter 743, Statutes of 2002 (SB 1703, Peace) and Chapter 508, Statutes of 2003 (AB 361, Kehoe), modestly increased the authority and responsibility of SANDAG by:

- Consolidating within SANDAG the regional transit planning and capital project development functions of two metropolitan transit-operating agencies.

**Figure 1**

### Alternative Regional Governance Structure Studies

#### **2000: Joint Agency Negotiation Team on Consolidation (JANTOC)**

At the suggestion of the SANDAG Executive Committee, elected and appointed officials from throughout the San Diego region met for a year to discuss options for improving regional decision making. The JANTOC focused considerable attention on approaches to resolving issues relating to local land use authority and regionally significant land uses. In its final report, JANTOC identified a series of principles to use in the review of alternative regional governance structures, including ensuring that land use and transportation decisions are made by the same set of decision makers. The JANTOC suggested that its report be used as a framework for future discussions regarding regional coordination and agency consolidation, but did not make specific recommendation regarding changes to the governance structure.

#### **2001: Regional Government Efficiency Commission (RGEC)**

Chapter 764, Statutes of 2000 (SB 329, Peace), created the San Diego RGEC, an 11-member body comprised of gubernatorial appointees and local agency representatives. Chapter 764 charged the commission with reviewing the region's governance system and submitting a report to the Legislature by August 2001 for consolidating regional agencies. The plan developed by the commission proposed a 15-member "regional authority," with 12 full-time members directly elected from districts created throughout the county. These commissioners would be joined by the Mayor of San Diego, the chair of the Board of Supervisors, and the chair of a new policy board (made up of locally elected officials that would advise the regional authority).



- Directing SANDAG to develop a regional comprehensive plan and use the agency's significant authority over regional transportation funds to further the goals of the plan.
- Modifying the structure and voting procedures of SANDAG to (1) increase modestly the authority of larger cities in the region and (2) designate a committee structure, including a committee with broad responsibility for transportation oversight.

Declaring these changes to be an "incremental step towards the establishment of a regional agency having authority over a range of issues," the Legislature directed the Legislative Analyst's Office (LAO) to prepare a report evaluating the San Diego regional governance structure and SANDAG's effectiveness in a variety of areas, including land use, transportation, affordable housing, and the environment. This report is submitted in compliance with this requirement.

### **Overview of LAO Report**

On a day-to-day basis, Californians probably care more about the *actions* of their governmental institutions than how responsibilities are assigned across institutions or how institutions fit within an intergovernmental hierarchy. Nevertheless, the design of a region's governance structure can affect (1) the region's ability to respond to constituent needs and preferences and (2) constituents' ability to give input to decision makers and hold them accountable. Accordingly, this report begins with an overview of the San Diego region and the different governments serving the region.

The report then examines SANDAG's recent activities relative to the specific policy issues and concerns identified in Chapter 743 and Chapter 508. These include SANDAG's effectiveness in:

- Influencing land use development in the region.
- Addressing the transportation needs of the region, including public transportation.
- Making progress on matters relating to the environment and affordable housing.

The final section of this report addresses the most challenging requirement of the legislation: assessing SANDAG's scope and authority for regional decision making and examining alternative governance structures.

## Chapter 1

# Governance of the San Diego Region

## A SNAPSHOT OF THE REGION

Ideally, a region's governance system should reflect the needs and particular characteristics of its communities. Accordingly, we begin our review of the San Diego region's governance system by noting some of its key geographic, population, and economic characteristics.

### San Diego Region Largely Parallels the County's Borders

When the Legislature divided California into 58 counties between 1850 and 1907, it drew boundaries that generally followed human settlement patterns and the state's natural landscape. Today, due to advances in transportation and increases in population, many of these century-old county boundaries no longer encompass modern social and economic regions. Almost a third of the people living in the nine-county San Francisco Bay Area, for example, live in a different county than they work. The incongruity between many county and modern socio-economic regional boundaries presents difficulties for some countywide agencies to address issues that are regional in scope.

The boundaries of the County of San Diego, in contrast, generally follow the natural and human development patterns of the region. In the San Diego region, for example, fewer than 4 percent of its residents or employees work in a different county than they live. As result, people frequently use the terms "County of San Diego" and "San Diego region" interchangeably.

As shown in Figure 1 (see next page), the San Diego region is located at the southernmost tip of California. It is bordered on the west by the Pacific Ocean, on the south by Mexico, on the north by Orange and Riverside Counties, and on the east and by Imperial County. The region covers 2.7 million acres (almost the size of the State of Connecticut) and its terrain falls into three geographic categories running in a north-south direction. A gently rolling coastal plain extends inland from the Pacific Ocean for about 20 to 25 miles and is the place of residence and employment for most San Diegans. Foothills and mountains, rising in elevation to 6,500 feet, comprise the middle section of the county. The eastern third of the county is desert, extending from the Laguna Mountains to Imperial County. As Figure 1 shows, much of the eastern two-thirds of the county is owned by the state or federal government, or Indian tribes.

### Population Concentrated Along Coast

After Los Angeles and Orange, San Diego is the third most populous county in California. Most of the county's population resides in 1 of the 18 cities in the county. Figure 2 provides a map of city boundaries, and Figure 3 (see page 6) shows the population of each city. About 54 percent of the population resides in the City of San Diego or one of its neighboring cities to the south (Chula Vista, Coronado, Imperial Beach, and National City). Another 11 percent of the population lives in one of five coastal cities to the north of the City of San Diego (Carlsbad, Del Mar, Encinitas, Oceanside, and Solana Beach).

Most of the remaining one-third of the population live within 25 miles of the Pacific Ocean—either in an inland city or in part of the unincorporated area of the county. Less than 1 percent of the region's residents live in the eastern half of the county, an area less suited for development due to its high mountains, state and

**Figure 1**  
**San Diego Region**

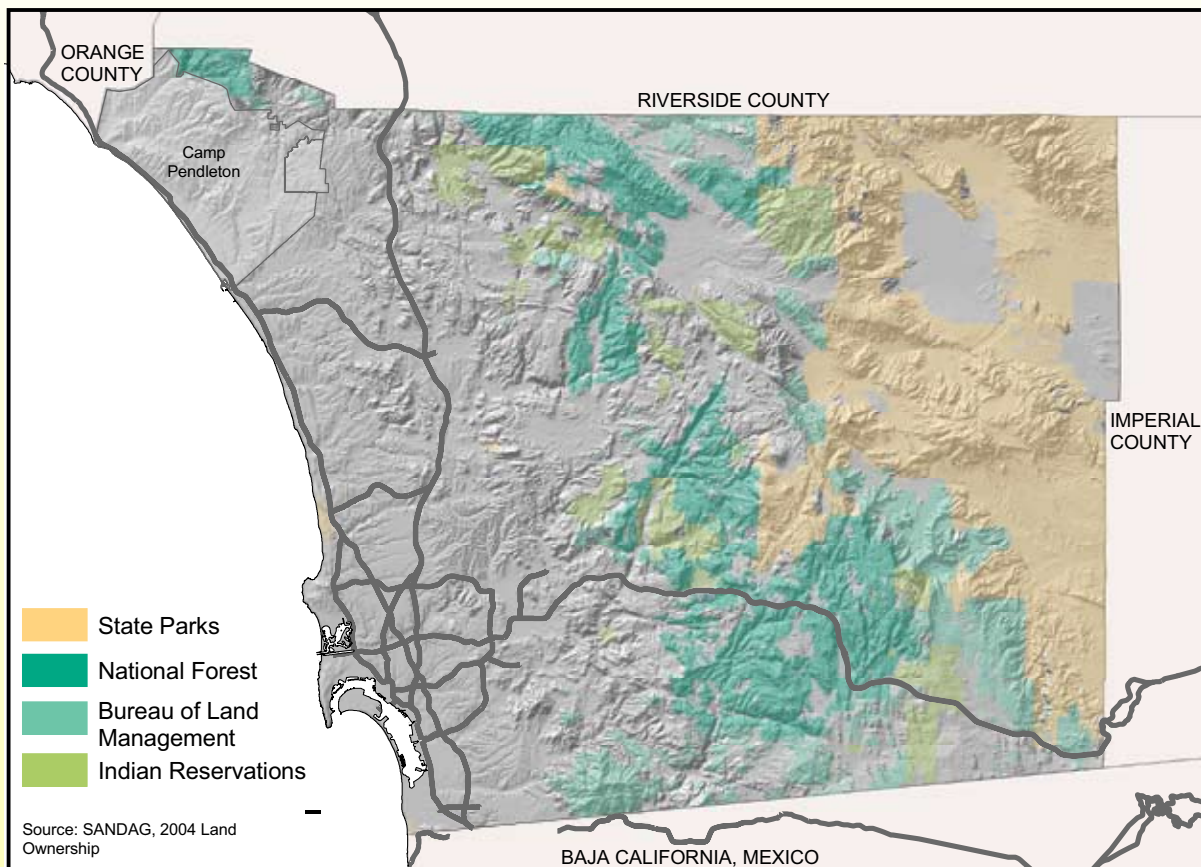
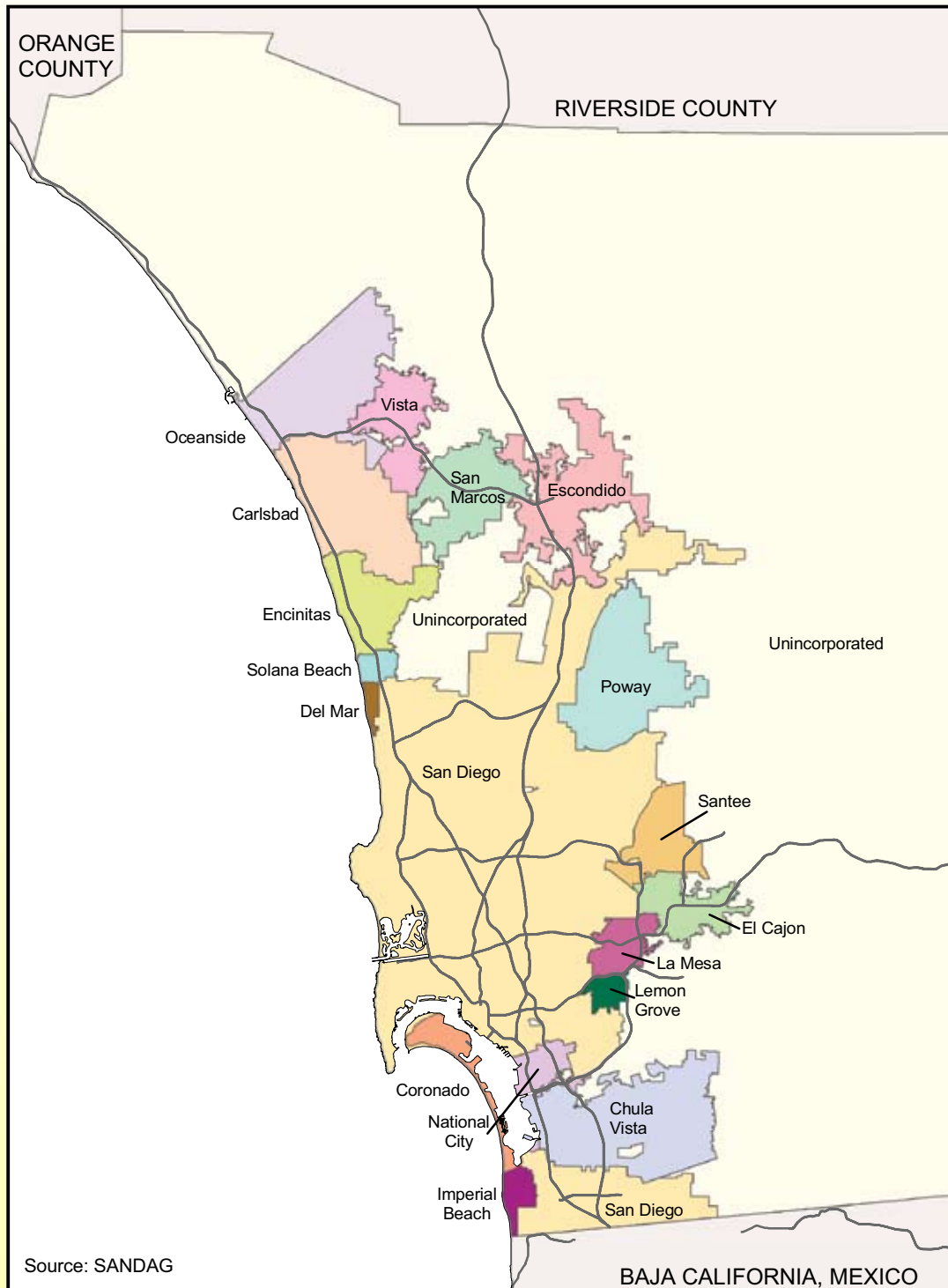


Figure 2

## Cities in San Diego County



national parks, desert lands, and dependence on scarce ground water supplies.

### Diverse Economy

The region's three largest sectors of the economy are defense; information, professional, and business services; and services to visitors.

- **Defense.** Total military population (including active duty military, civilian employees, retirees, and their families) account for nearly 10 percent of the area's population. Over 130,000 acres in the county are used for military purposes. The largest military installation is Marine Corps Camp Pendleton.
- **Information, Professional, and Business Services.** A significant amount of the employment in this high-wage and growing industry cluster is located to the north of downtown San Diego, particularly in areas known as Sorrento Valley and University City.
- **Tourism.** The region's mild climate, natural beauty, 70-mile long coastline, large state and national parks, and many attractions draw over 25 million visitors a year.

**Figure 3**  
**Most San Diego County Residents Live in a City**

2004

City	Population
Carlsbad	92,995
Chula Vista	209,436
Coronado	26,459
Del Mar	4,555
El Cajon	97,643
Encinitas	62,586
Escondido	140,671
Imperial Beach	27,779
La Mesa	56,050
Lemon Grove	25,592
National City	57,047
Oceanside	173,307
Poway	50,632
San Diego	1,294,032
San Marcos	67,426
Santee	54,022
Solana Beach	13,431
Vista	94,048
Unincorporated	469,493
<b>Total, San Diego County</b>	<b>3,017,204</b>

## GOVERNANCE IN SAN DIEGO

Political tradition in the United States long has placed an emphasis on local governance. Vesting significant responsibility at the level of government closest to the people gives citizens easier access to the decision-making process, acknowledges local diversity, and fosters local innovation.

Over 100 years ago, the Legislature recognized the need for a sub-state level of government and established counties for this purpose. To allow residents to further refine their governance system to address specific needs and interests of local communities, the Legislature enacted a broad series of authorizing acts that allow residents and their local officials to establish and define the boundaries of cities and a wide array of special districts (including “joint powers authorities,” whereby local agencies join together to carry out a common responsibility more effectively or efficiently than if they acted alone). Over the last several decades, as the need for regional involvement to address statewide and/or federal objectives became apparent, the state and federal governments have overlaid some additional responsibilities onto existing local agencies. In cases when no local agency with appropriate scope existed, the state or federal government created specialized regional agencies to carry out these functions.

Because of California’s long-standing preference for local governance and for local control over the design of the regional governance structure, public goods and services in California regions typically are administered by a very large number of governmental agencies. In the San Diego region, these agencies include a county, 18 cities, and over 200 special districts and other agencies. In addition, the San Diego region is home to 18 Native American reservations represented by 17 tribal governments, the most in any county in the United States.

Pursuant to the California and United States Constitutions and other statutes, San Diego’s local, regional, and tribal governments vary in terms of their scope of responsibility, authority, and governance structure. We summarize this information in Figure 4 and discuss these differences below. In addition, given the report’s focus on regional governance and SANDAG, Figure 4 also summarizes SANDAG’s responsibility, authority, and governance structure.

**Figure 4**

**Overview of Agency Responsibility, Authority, and Governance**

<b>Governmental Agency</b>	<b>Direct Service Responsibility</b>	<b>Regulatory Authority</b>	<b>Fiscal Authority</b>	<b>Governing Board</b>
<b>County</b>	Wide ranging	Significant	Significant	Directly elected by residents
<b>Cities</b>	Wide ranging	Significant	Significant	Directly elected by residents
<b>Tribal nations</b>	Wide ranging	Significant	Significant	Determined by tribe
<b>Independent special districts</b>	Narrow, usually a single function	Not significant	Little to moderate	Directly elected by residents or appointed for term
<b>SANDAG</b>	Not significant	Not significant	Significant with regards to transportation only	Appointed by local agencies



### **County Provides Health, Social Services, and Other Services**

The California Constitution establishes counties as regional arms of state government. Counties are vested by the Legislature with wide-ranging responsibility and the powers necessary to provide for the health and welfare of its residents. Counties also have significant responsibilities for public safety, such as prosecuting criminals, operating jails, and supervising offenders on probation. Finally, counties have the responsibility to provide municipal services—including frontline law enforcement and land use planning and regulation—in all parts of the county other than where residents have chosen to incorporate as a city. (Currently about 16 percent of the county's population lives in unincorporated areas.) The County of San Diego is governed by a Board of Supervisors consisting of five members who are elected by voters in the five supervisorial districts.

### **Cities Provide Municipal Services and Oversee Land Use**

As noted earlier, most of the region's residents live in an area where the local residents have chosen to incorporate as a city and thus shift the responsibility for municipal services and land use regulation from the county to a smaller unit of government.

Cities have wide-ranging powers of self-government regarding municipal affairs. For example, cities have broad powers to safeguard local public safety, regulate land use, and impose fees and—if residents approve—assessments and taxes throughout their jurisdiction. San Diego cities provide municipal services to residents, usually including: public safety (police and fire), trash and recycling collection, roads, storm and wastewater services, parks and recreation services, and infrastructure. All San Diego cities are governed by locally elected city councils and a mayor who is either directly elected (15 cities) or a rotating member of the council (3 cities). The role of the mayor varies significantly among San Diego cities. In the City of San Diego, the mayor serves as the chief elective officer and has administrative powers. In other cities, the mayor's powers are more comparable to the powers of city council members.

### **Tribal Nations Govern a Portion of the Region**

The United States Constitution and treaties recognize Native American communities as separate and independent political communities within the territorial boundaries of the United States. Tribes are subject to federal regulations, but are not subject to local or state regulations (unless the U.S. Congress delegates implementation of a federal law to the state). Tribal governments operate much like local jurisdictions in that they carry out many traditional government functions: regulating, taxing, and delivering services. Tribal governments also are responsible for development, management, and operation of tribal economic enterprises. Fourteen of the 17 San Diego tribes have—or are developing—gaming facilities, giving the county the greatest number of Indian gaming facilities in California.

### **Special Districts Play a Role in Providing Services**

In some cases, San Diego residents and locally elected officials have decided that a service should be provided by an agency other than a city or the county

and have established a special district to carry out the responsibility. Typically, San Diegans have created special districts to address those responsibilities (1) whose scope extends over a land area bigger than a single city, but not as large as the county, (2) that are needed only in part of the unincorporated area of the county, (3) that they wish to be financed separately from all other local government activities, and/or (4) are more efficiently or effectively provided jointly by multiple local agencies. While San Diegans and/or their locally elected officials created most of the region's special districts under broad statutory authorizing legislation, some of the larger special districts subsequently were enacted into state law.

The San Diego region has over 200 governmental agencies whose finances are published in the State Controller's biannual "special district" report. Almost one-half of these special districts are governed by the County Board of Supervisors, a city council, or their appointees. From a governance standpoint, therefore, these special districts are extensions of the city or county governments discussed above.

The remaining special districts, in contrast, have governing boards that are independently elected or appointed for a fixed term, which is why they are referred to as "independent" special districts. Most of these independent districts provide water, waste water treatment, or fire protection services to a limited area of the county. Independent special districts typically have some authority to propose taxes, fees, or assessments to fund their services, but little or no power to regulate the actions of local residents or businesses.

Several independent special districts discussed below, have a scope of responsibility that span most or all of the county and deliver services that are frequently discussed in the context of planning for regional growth.

- ***San Diego County Regional Airport Authority.*** The Airport Authority operates the San Diego International Airport (the nation's busiest single-runway commercial service airport) and plans for the region's future air transportation needs. The authority, split by state law from the special district overseeing port operations, completed its first year of operation as an independent agency in 2003. The authority is governed by a nine-member board, with three paid members serving as the Executive Committee. (One paid member is appointed by each of the following: the Governor, the Sheriff of the County of San Diego, and the Mayor of the City of San Diego.) Board members serve terms varying from two to six years.
- ***Unified Port of San Diego.*** Created in 1962 by the Legislature to manage the San Diego Harbor and the public lands along the San Diego Bay, the Port of San Diego is governed by a seven-member board of Port Commissioners. One commissioner each is appointed by the city councils of Chula Vista, Coronado, Imperial Beach, and National City, and three commissioners are appointed by the San Diego City Council.
- ***San Diego County Water Authority.*** The water authority serves as a water wholesaler and water supply planning agency for its member agencies—6 cities, 16 water or irrigation districts, and Camp Pendleton. Most of the water the authority receives is from the Metropolitan Water District in Los Angeles.



- ***Metropolitan Transit System and North County Transit District.*** County transit agencies now known as the Metropolitan Transit System (MTS) and its northern counterpart (the North County Transit District or NCTD) were created by the Legislature in 1975 to plan, construct, and operate public transit systems in San Diego County. In 2003, as discussed later in the report, the Legislature transferred the districts' transit planning and capital project responsibilities to SANDAG. As a result, both transit systems currently function primarily as operating systems.

### **Additional Responsibilities Designated by State and Federal Governments**

Over the years, the state and federal governments have identified issues whose scale and scope extend beyond the confines of individual local agencies, yet need the involvement of a governmental agency closer to the people than the state or federal governments. Carrying out these responsibilities—which often involve matters relating to environmental regulation, resource allocation, and regional planning—usually entails significant coordination with state, federal, local, and other regional agencies.

Below, we highlight several agencies with important state and federal designated responsibilities.

- ***San Diego Air Pollution Control District.*** While decision making regarding overall air pollution standards, car emissions requirements, and fuel formulas are reserved for state and federal agencies, some air quality regulation is more effectively carried out by a level of government that is familiar with the economy of and land use development patterns in the air basin. For this reason, state and federal law makes regional entities responsible for issuing permits for stationary discharge of pollutants, establishing mitigation programs, preparing air quality rules, and reviewing the regional transportation resource allocation plan. In the San Diego region, the County of San Diego's boundaries encompass virtually all of the economic and transportation activity in the air basin. Accordingly, the state and federal governments gave these air pollution regulation responsibilities to the County of San Diego and made the Board of Supervisors the governing board for the San Diego Air Pollution Control district.
- ***San Diego County's Airport Land Use Commission.*** While cities and counties make most decisions regarding land use, the Legislature recognized the need to protect public health, safety, and welfare by ensuring the orderly development of airports and the adoption of land use measures that minimize the public's exposure to excessive noise and safety. Rather than establish a state agency with this responsibility, the Legislature required each county with an airport to have an airport land use commission. In the San Diego region, this responsibility initially was assigned to SANDAG, but later was transferred to the San Diego County Airport Authority.
- ***San Diego Regional Water Quality Board.*** To address water quality issues facing the San Diego region, the state and federal governments

identified a need for a regional agency to issue regulations and carry out enforcement activities throughout the San Diego watershed. No existing regional entity had responsibility for the geographic area spanning the full San Diego watershed (which includes all of western San Diego County and stretches north into Orange County). Accordingly, the Legislature established the San Diego Regional Water Quality Board, headed by board members appointed by the Governor and confirmed by the Senate.

### **What Role Does SANDAG Play in Regional Governance?**

The origins of SANDAG date back to the 1960s, when the area's post war growth and rapid suburbanization began having region-wide impacts. In 1966, the incorporated cities in the county formed the Comprehensive Planning Organization (CPO), as a subcomponent of the County of San Diego, to address long-range transportation and other regional planning issues. The CPO was a voluntary association, headed by representatives of the agencies that wished to be part of the organization. Six years later, the members of the planning organization reestablished the organization as a separate joint powers authority, independent of county government. In 1980, CPO changed its name to SANDAG.

While SANDAG's governance structure has changed somewhat over time, it generally follows the form of a "council of governments," the most common governance structure for regional governmental entities throughout the United States. In a council of governments, each local agency appoints one or more elected representatives from its governing board to serve on the governing board of the regional agency. The local representative(s) serve at the pleasure of the appointing agency. Council of governments typically hire professional staff to assist them in carrying out their duties.

Over the decades, the Legislature, federal agencies, and local residents have given SANDAG additional responsibility and authority, without significantly altering this underlying governance structure. Overall, the most important authority and responsibility added to SANDAG's role include:

- Authority over regional transportation planning, resource allocation, and project development. This authority includes highway and transit services, but not airport or Port of San Diego services.
- Responsibility for preparing the Regional Housing Needs Assessment, a document that assigns each land use approving agency a quantified share of housing units to incorporate into their local housing planning documents.
- Responsibility for developing a Regional Comprehensive Plan (RCP), a long-term framework for the San Diego region that integrates local land use and transportation plans.

Why was SANDAG assigned these responsibilities instead of other regional agencies or a new regional agency? While the reasons are varied, the key factors include a recognition that: (1) SANDAG provided a forum for decision making that included all land use approving agencies in the region, (2) the San Diego region's borders parallel the borders of a single county, and (3) SANDAG was

perceived as having highly competent professional staff, with quantitative and transportation modeling skills.

### **SANDAG's Governance and Organizational Structure**

Chapters 743 and 508 modestly modified SANDAG's governance structure to (1) increase the authority of jurisdictions with larger populations, (2) establish a committee format to give structure and visibility to SANDAG's work in different policy areas, and (3) highlight the importance of SANDAG by making its membership compulsory.

**Governing Board.** The voting members on SANDAG's board of directors are appointed by the governing boards of the region's 18 cities and the county government. Each local representative is a council member, mayor, or county supervisor from a member agency. Every local agency appoints one representative, except for the City of San Diego, which appoints two representatives. Each member government determines the method by which its SANDAG representatives are selected. The County of San Diego's appointment policy specifies that the chair of the Board of Supervisors, a position that rotates annually, is its SANDAG representative. SANDAG representatives from cities serve at the pleasure of their appointing city councils. SANDAG also has several advisory members, appointed by Imperial County, Caltrans, MTS, NCTD, the U.S. Department of Defense, United Port District of San Diego, San Diego County Water Authority, and the Republic of Mexico. Agencies also are authorized to send alternates to the SANDAG board.

**Committees.** SANDAG's board of directors is assisted in its efforts through the work of five standing committees that carry out their work with the assistance of SANDAG's professional staff. The voting membership of these committees typically includes six locally elected officials, one from the San Diego City Council, one from the San Diego County Board of Supervisors, and one chosen from cities in each of four geographic sections of the county designated in Chapter 743. Figure 5 provides additional information on SANDAG's standing committees.

**Staff.** As an organization, SANDAG's staff structure is similar to that of most nonprofit or quasigovernment organizations. SANDAG's governing board is responsible for naming an executive director who serves at the pleasure of the board. SANDAG's professional staff are answerable to the executive director. Currently, SANDAG has about 172 professional, support, and executive staff.

## **MAJOR FINDINGS**

### **SANDAG Plays a More Prominent Role Than Most Other Councils of Governments...**

While all California regions have governmental entities carrying out similar transportation, housing, and regional planning duties as SANDAG, in other regions these responsibilities typically are assigned to multiple organizations. For example, the San Francisco Bay Area has ten transportation funding agencies (the Metropolitan Transportation Commission and nine county transportation

authorities/Congestion Management Agencies), several agencies responsible for regional transit planning (including Alameda-Contra Costa Transit, Bay Area Regional Transit, and CalTrain), and another agency responsible for housing and regional planning (the Association of Bay Area Governments). In the San Diego region, all of these duties are assigned to SANDAG.

What does it mean for the San Diego region that more responsibilities are consolidated under a single agency? Based on our review we conclude that:

- SANDAG has greater ability to consider in its allocation of transportation revenues a wide range of options (highway expansion, transit, and managed lanes) and weigh service needs throughout its region. This greater role increases SANDAG's ability to allocate funds to the highest priority transportation improvements.

**Figure 5**

### **SANDAG's Standing Committees**

**Executive Committee.** This committee provides direction in preparing items for board consideration and reviews SANDAG's overall work program and budget. The SANDAG Chairperson is one of the six voting members. The SANDAG Vice Chairperson also is one of the six voting members if the Vice Chairperson represents an area of the region that is different from the area of the region represented by the Chairperson.

**Transportation Committee.** This committee advises the SANDAG Board of Directors on major policy-level matters related to transportation. The committee assists in the preparation of regional transportation planning and programming efforts. It provides oversight for the major highway, transit, regional arterial, and regional bikeway projects funded with state and federal sources and locally approved half-cent sales tax revenues ("TransNet").

**Regional Planning Committee.** This committee provides oversight for the preparation and implementation of the Regional Comprehensive Plan and addresses interregional issues with surrounding counties and Mexico. The Regional Planning Committee receives input from the Regional Planning Technical Working Group (planning directors from throughout the region) and the Regional Planning Stakeholders Working Group (stakeholders from throughout the region).

**Public Safety Committee.** This committee advises the SANDAG Board of Directors on major policy-level matters related to the provision of public safety services. 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.

**Borders Committee.** This committee provides oversight for planning activities that affect the borders of the San Diego region (Orange, Riverside, and Imperial Counties, and the Republic of Mexico). The preparation and implementation of the SANDAG Binational Planning and Interregional Planning Programs are included under its purview.

- Because SANDAG's governing board and staff have a somewhat broader set of responsibilities, they may be better able to detect linkages among policies and pursue multiple objectives simultaneously.
- Because SANDAG has some responsibility over multiple policy areas, it may be more inclined to use the resources under its control (primarily transportation resources) in a manner that mutually advances other regional goals.

### **...But SANDAG's Authority to Address Most Regional Issues Is Limited**

Chapters 743 and 508 call for an evaluation of SANDAG's effectiveness in making progress in addressing many regional concerns, including regional air and water quality, natural habitat preservation, a sustainable economy, and affordable housing. Measuring SANDAG's effectiveness in these areas is difficult because SANDAG's authority over most regional matters—other than the supply of many transportation services—is extremely limited.

As shown in Figure 4 earlier in this chapter and summarized in Figure 6, SANDAG's powers differ from the traditional powers of a city or county. For example, while SANDAG is responsible for developing a wide-ranging RCP, SANDAG has no regulatory power to promote the plan's implementation. Thus, SANDAG's plan may call for certain actions to reduce transportation demand, protect habitat, or promote housing affordability, but SANDAG has no direct means to influence local land use decisions to support these goals. SANDAG also has no authority to require its constituent agencies or other regional agencies to use their respective regulatory powers to promote regional objectives, such as improving water quality.

SANDAG's primary fiscal power is the authority to allocate revenues from state, federal, and countywide sources for transportation programs. While this authority is significant, SANDAG has no authority to propose new taxes, and assessments to support major programs other than transportation. SANDAG also has no authority to affect the prices San Diegans pay for public and quasipublic services (such as parking, use of most roads, or water) or the allocation of property or sales tax revenues among local agencies.

In short, while SANDAG has more authority than other councils of government, SANDAG's primary functions are to provide a public forum for regional decision making, build consensus regarding regional policies, and allocate transportation funds consistent with this consensus. Given this authority and responsibility, SANDAG's effect on the policy concerns mentioned in the statutes inevitably will be limited and indirect.

### **SANDAG's Actions Require Broad Consensus**

SANDAG operates in a deliberative fashion, placing significant emphasis on resolving disagreements before policy issues reach the full governing board. Specifically, major decisions involving policy or administrative matters are studied carefully by professional staff, frequently with significant input from stakeholders or interested parties. Tentative recommendations often are discussed with board

members and members of the appropriate committees on an unofficial basis. Much of the discussion and compromises occurs at or before an issue reaches the committee hearing for action. Once an issue reaches the SANDAG board

**Figure 6**

### **Comparing SANDAG's Role With a City or County Government**

#### **Similar**

- ✓ **Permanent Structure.** State law specifies SANDAG's membership, as well as its voting procedures and committee structure.
- ✓ **Significant Planning Authority.** State and federal law assign SANDAG many planning responsibilities relating to transportation, housing, and regional planning.
- ✓ **Authority to Condemn Property.** State law gives SANDAG eminent domain authority (the authority to condemn property) to carry out its responsibilities.
- ✓ **Fiscal Authority.** SANDAG allocates hundreds of millions of dollars of federal, state, and countywide transportation resources annually. SANDAG sets tolls on single-occupant vehicles using high occupancy vehicle lanes, has influence over transit fares, and has authority to set tolls on the San Diego-Coronado Bridge (although SANDAG eliminated the toll in 2002). Finally, SANDAG imposes assessments and fees to support its own operations.

#### **Different**

- ✓ **Appointed Representatives.** Unlike a city or county, members of SANDAG's board are not elected to these positions. Rather, constituent agencies appoint their SANDAG representatives from among their locally elected members.
- ✓ **No Land Use Planning or Regulatory Authority.** Unlike a city or county, SANDAG has no authority over proposed land uses. SANDAG may encourage certain transportation, environmental, and other policies, but has no authority to regulate activities of local residents or businesses.
- ✓ **No General-Purpose Taxation Authority.** SANDAG has no authority to impose taxes for general purposes. As a result, SANDAG has little ability to expand its scope of operations.
- ✓ **No Direct Services to Residents.** With the exception of an array of informational services, SANDAG does not provide direct services to San Diegans. Most of SANDAG's interactions are with other governmental agencies.
- ✓ **The Majority Does Not Always Rule.** SANDAG's voting structure assigns small cities significant authority to block proposals supported by representatives from populous jurisdictions.



for final action, seldom are new issues raised or the outcomes unexpected. Few interest group representatives—and even fewer ordinary residents—attend SANDAG board meetings. Public comment is limited. Votes of the SANDAG board on major policy issues frequently are unanimous.

State statutes specify that all actions of the board must be approved by a majority of the tally *and* weighted votes. The tally vote is compiled by counting the votes of each city and the county (except that the City of San Diego gets two votes). Thus, a measure must receive 11 out of a total of 20 tally votes to be approved. The weighted vote reflects the population in each jurisdiction or the unincorporated area in the case of the County of San Diego. As a result of this voting system's emphasis on reaching agreement among a wide number of parties, measures that are supported by local agencies representing a majority of local residents may not go forward. For example, a measure would not be approved if it were supported by:

- Only the City of San Diego and the County of San Diego. It would have the majority of the weighted vote because these areas represent 58 percent of the region's population, but lose the tally vote on a 17 to 3 basis.
- The County of San Diego and the eight largest cities (including the City of San Diego). It also would have a majority of the weighted vote because these areas represent 87 percent of the region's population, but the tally vote would be tied 10 to 10.

As a result of the governance structure and voting mechanism of SANDAG, strong consensus is needed for projects that are undertaken and policies endorsed. This, in turn, affects the proposals that are brought by the staff to the board and its committees. Items of a controversial nature or those that favor some jurisdictions at the expense of others are unlikely to be acted upon and thus are less likely to be developed by staff. The policies adopted by the board generally appear to reside in the broad middle ground with respect to the views of its member agencies.

### **Little Ability to Hold Members Accountable for Regional Objectives**

In democratic institutions in the United States, accountability to the public traditionally occurs through three mechanisms:

- Campaigns and elections, during which issues are debated and each adult citizen has equal opportunity to vote for representatives.
- Open public hearings, opinion polls, media scrutiny, and other exchanges between decision makers and the public. These dialogues help inform decision makers as to the public's interests.
- A formal system of checks and balances among different branches of government (executive, legislative, and judicial).

Figure 7 summarizes these elements of accountability for SANDAG and, for comparative purposes, four other political institutions or offices. The figure shows

that not all governmental institutions and offices exactly fit this traditional model of accountability. For example, each state elects two U.S. Senators, regardless of the population of the state. The influence of the U.S. Senate, however, is moderated by (1) the requirement that all federal laws also be adopted by the House of Representatives, a body with representation proportional to population, and (2) the veto power of the U.S. President, an executive branch position elected nationally using a process that roughly approximates equal representation. What does this table suggest about the accountability of SANDAG?

***SANDAG's Accountability to San Diego Residents Is Indirect and Limited.*** The SANDAG's 19 city representatives are appointed by—and serve at the pleasure of—18 city councils. By decision of the County Board of Supervisors, its SANDAG representative is the Chair of the Board of Supervisors, a position that rotates annually. Because the public does not elect the members of the SANDAG board, there is no process to ensure that views of SANDAG representatives necessarily align with the views of San Diego residents. Instead of being accountable directly to the public, a SANDAG board member's principal accountability is to his or her local appointing body. The local appointing body can remove a SANDAG representative at any time by a vote of the other members on the city council or, in the case of the county, by a vote by the other supervisors to change the appointment policy. The SANDAG governing structure also does not provide for representation proportional to the population of the region. Except for the City of San Diego, every local agency gets one representative, including the small City of Del Mar (population of less than 5,000) and the large City of

Figure 7

### Governmental Entities and Their Accountability

Accountability Mechanisms	SANDAG	Legislature	City Council	U.S. Congress	Governor
<b>Representation</b>					
Representative(s) elected to position	No	Yes	Yes	Yes	Yes
Representation proportional to population	No, but uses a weighted voting system	Yes	Yes	Yes, for House of Representatives No, for Senate	Yes
<b>Public Interaction</b>					
Open public meetings	Yes	Yes	Yes	Yes	No
Public outreach	Yes	Yes	Yes	Yes	Yes
Active public feedback	Limited	Yes	Yes	Yes	Yes
<b>Major Checks and Balances</b>					
By other branches of government	By courts	By courts and Governor	By courts and Mayor (in some cases)	By courts and President	By courts and Legislature



Chula Vista (population of over 200,000). As a means of addressing this lack of proportionality, Chapter 743 modified SANDAG's voting procedures to create a dual voting system (as described earlier). To be adopted, every measure must be supported by a majority of the votes cast (the tally vote) *and* by representatives from local agencies with at least one-half of the population in the region (the weighted vote). Thus, the voting structure of SANDAG provides representation proportional to population only to the extent that it allows representatives of jurisdictions comprising a majority of the region's population to *stop* a proposal supported by smaller jurisdictions.

**Limited Public Involvement and Feedback.** As Figure 7 indicates, the second accountability mechanism is an active public feedback process, including media scrutiny and testimony at open public hearings. Our review indicates that SANDAG takes significant efforts to provide information to the public regarding its activities. For example, SANDAG operates a four-person public information office and has an extensive stock of well written project fact sheets, brochures, press releases, newsletters, and reports. SANDAG's Website provides easy access to its staff work, board decision making, and regional data. The organization holds sponsored workshops and public meetings to gain public input. Despite these efforts, relatively few San Diegans know what SANDAG is or what responsibilities the organization has. In a 2005 public opinion survey commissioned by SANDAG, 49 percent of the respondents indicated that they had heard the name SANDAG, but few could describe the agency or knew what it did. Overall, only 5 percent of all respondents showed an awareness of SANDAG's role and responsibilities. Public testimony at SANDAG hearings and coverage of SANDAG decision making by major daily newspapers is very limited. Based on discussions with local residents and interest groups, it appears that the very limited public involvement with SANDAG may be attributable to the:

- Lack of public campaigns for SANDAG positions.
- Long-term and technical nature of many of the issues SANDAG addresses.
- Organization's focus on consensus decision making, a process that does not highlight the differences among positions or focus public debate.

**No Regional Executive Branch of Government.** In the United States, decisions by state and national legislative bodies are checked by a strong state or nationally elected executive position (a Governor or the President) and the courts. This balance of power is a mechanism for promoting accountability to the public. Specifically, legislative decisions may be: (1) checked or vetoed by the executive branch, or (2) overturned by the courts, if they are determined to be unlawful. Most California local agencies, however, traditionally have consolidated the legislative and executive branches of government. SANDAG's governance structure follows this local government model. As a result, San Diego residents do not have a regional office holder or branch of government that reviews SANDAG's decisions for consistency with regional political perspectives.

## Chapter 2

# Land Use

## BACKGROUND

San Diego County is California's third most populous county and home to the nation's seventh most populous city. Although the region's population growth rate has slowed since the 1970s and 1980s, its population still is growing at a faster rate than the national average. The county's population exceeds 3 million people and is expected to reach 3.9 million by 2030. The San Diego Association of Governments (SANDAG) estimates that accommodating this enlarged population will require over 300,000 new homes and employment opportunities for over 400,000 workers.

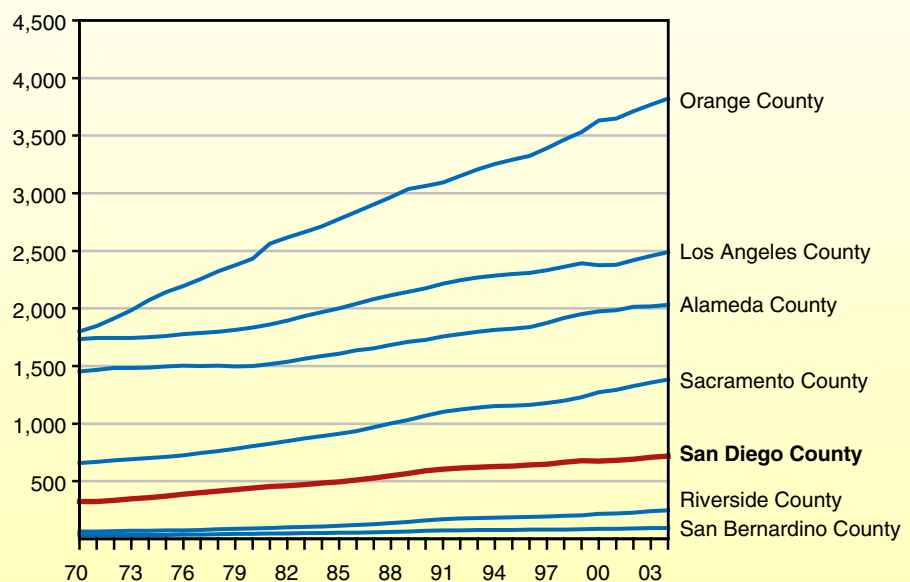
### Limited Remaining Developable Land

The San Diego region is famous for its stunning landscapes, including vast undeveloped canyon, mountain, and desert lands. Even with the region's population growth, U.S. census data should show the region's population density (shown in Figure 1) is low relative to other urban counties in California. Despite this

**Figure 1**

### Population Density Over Time Selected California Counties

(People per Square Mile)



Source: U.S. Census.

appearance of abundant open space, however, the San Diego region faces difficulties accommodating population growth.

To help carry out its regional and transportation planning obligations, SANDAG compiles and maintains inventories of the region's current and future land uses, as envisioned by each local agency in its major planning documents. SANDAG makes this information available on the "Datawarehouse" section of its Website, along with regional demographic, economic, transportation, and criminal justice information. Figure 2 uses the information on SANDAG's Website to summarize the most recent year of information on existing land uses (2000), as well as future planned uses of land in the region.

This data indicate that 62 percent of the acres in the region are being used for public purposes or are otherwise not suited for future residential or business development. The largest portion of land in this category is parks. Over one-third of the region (mostly in the rural east county area) has been set aside for

**Figure 2**

**San Diego Region: Current and Planned Uses of Land**

<b>San Diego Region Total Acres</b>		<b>2,727,044</b>
<b>Acres Used for Public Purposes or Constrained</b>	<b>1,694,943</b>	<b>62%</b>
Parks	934,054	
Environmental, topographic, or other constraints	529,746	
Military	132,786	
Roads	87,155	
Schools	11,202	
<b>Acres Developed for Residential, Business, or Private Purposes</b>	<b>483,136</b>	<b>18%</b>
Single family homes on parcels of one acre or more	172,157	
Single family homes on parcels of less than one acre	120,929	
Agriculture	94,974	
Commercial	37,335	
Industrial	25,130	
Multifamily residential	22,248	
Mobile homes	5,713	
Office	2,894	
Other	1,756	
<b>Vacant Acres and Their Planned Uses</b>	<b>550,675</b>	<b>20%</b>
Single family homes on parcels of one acre or more	494,564	
Single family homes on parcels of less than one acre	29,833	
Industrial	8,759	
Commercial	5,607	
Multifamily residential	4,069	
Roads	2,926	
Schools	2,341	
Other	1,709	
Office	867	

the Anza-Borrego Desert and Cuyamaca Rancho State Parks, the Cleveland National Forrest, Bureau of Land Management lands, and other parks. The rest of the land in this category is being used for military bases, schools, or roads—or is not suited for development because of significant environmental, topographic, or other factors.

Another 18 percent of the San Diego region has been developed for residential, business, or other private purposes. The largest single use of land in this category is very low-density, single-family homes (on parcels of one acre or more). More land has been used for this purpose than for agriculture, commercial and industrial developments, and offices combined. Less than 1 percent of all acreage in the San Diego region, in contrast, has been developed for multifamily housing.

The last category in the figure shows current local government land use plans for the remaining acres of developable land in the region. About 90 percent of this vacant, developable land is located in rural backcountry areas, land dependent upon scarce ground water supplies and generally not well suited for intensive development. Most of this vacant land is planned for low-density, single-family homes. Overall, nine times more vacant land is planned for low-density, single-family residences than for any other use.

### **SANDAG Encourages Compact Development and “Smart Growth”**

Urban form has been a topic of significant discussion in the San Diego region since the establishment of SANDAG in the early 1970s. For at least the last 15 years, SANDAG has advocated for smart growth. In virtually every major report or public presentation regarding regional growth, SANDAG has urged local agencies to use their land use powers to promote “compact, efficient, and environmentally sensitive” development that focuses “future growth away from rural areas and closer to existing and planned job centers and public facilities.” Among other advantages, SANDAG argues that smart growth revitalizes existing communities; provides a range of housing options (including affordable housing); minimizes the number and length of single-vehicle occupancy trips; and preserves land for habitat, open space, and other purposes.

To encourage local agencies to promote smart growth, SANDAG recently piloted an incentive program whereby it allocated \$19 million of federal transportation funding to assist local agencies in developing 14 projects that exemplify smart growth. Most of the funding provided under this program will be used to pay for streetlights, paving, landscaping, and other amenities that will make it more comfortable and safe to be a pedestrian, bike rider, or transit user. Beginning in 2008, SANDAG plans to fund a longer-term, smart growth incentive program, using revenues from the voter-approved sales tax measure (a total of \$280 million to be distributed over 40 years discussed in greater detail in “Chapter 3”) and potentially supplemented by other federal or state transportation funding.

While the funding provided under this pilot project was modest, the allocation decisions evoked some controversy because few resources were allocated to smart growth projects in the northern coastal part of the county. During the

deliberations, several members of the transportation committee expressed dissatisfaction with projects recommended for funding and a desire to reconsider the allocation methodology before the next program funding cycle.

## MAJOR FINDINGS

### **Land Use Decisions Will Determine Region's Ability to Accommodate Growth**

About 20 percent of the San Diego region (over 500,000 acres) is vacant and developable. In addition, over time, some of the region's currently developed land (about 480,000 acres) will undergo renovation and possible change in use. The choices the region makes regarding this land's development and re-development will affect the region's ability to accommodate future residents and economic activity.

The region's transportation system and housing affordability will be affected particularly by decisions regarding the intensity of land development. Specifically, if the region develops most of its land at low densities, fewer new homes or businesses will be built than if the land were developed more intensively. When the supply of new properties is limited, demand and costs for existing homes and businesses tends to rise, decreasing housing affordability. Increased property costs, in turn, prompt some people and businesses to locate in adjoining areas and travel longer distances into the region. Traffic within the region also may grow because low-density developments typically are not served efficiently by public transit. Conversely, if the region opts for more intensive development, it may be possible to accommodate the same population increase with less effect on traffic congestion and housing affordability.

### **SANDAG Lacks Any Authority to Regulate Land Development**

While California law vests most regulatory authority over private, nontribal lands with cities and counties, it has made two significant exceptions to this authority to address matters of statewide concern:

- **Coastal Lands.** The California Coastal Commission assumes significant land use authority for all coastal land until the appropriate local agency develops a land use plan (called a "Local Coastal Program" or LCP) that meets the commission's standards. Once an LCP is approved, the commission's permitting authority over most new developments is transferred to the local government. The commission retains jurisdiction, however, over all developments proposed on tidelands, submerged lands, and public trust lands. All San Diego local agencies currently have an approved LCP, with the exception of the City of Solana Beach.
- **Land Near Airports.** Local agencies with land near airports must submit their general plans, specific plans, and certain projects to the airport commission (in San Diego, this is the Airport Authority) for its approval. If the commission determines that a local agency plan or a proposed de-

velopment is inconsistent with the commission's responsibility to preserve public health, safety, and welfare, the commission can issue a finding of inconsistency. Local agencies may overrule the commission's determination with a two-thirds vote of the local agency governing body. Such an action, however, releases the commission from any liability resulting from the development.

As discussed in "Chapter 1," SANDAG is responsible for developing a regional plan for the San Diego region, addressing a wide range of regional concerns including affordable housing, air and water quality, and transportation mobility. SANDAG lacks, however, any authority over the land use decisions that affect the region's success in attaining these goals. Specifically, unlike the California Coastal Commission or the Airport Authority, SANDAG has no authority to review or approve local plans or projects that may affect the region's ability to accommodate growth.

### **Economic Factors Influence Land Developments**

Various economic factors influence private sector development proposals. While some of these economic factors align well with SANDAG's recommendations for compact, multiuse development, others do not.

***Private Sector Economic Incentives.*** Economic theory suggests that as the availability of land decreases, developers seek to minimize its use and build more intensively. Economic theory also suggests that developers have incentives to build homes and businesses within the urban core because it is expensive to bring needed infrastructure (such as roads, water, and wastewater systems) to remote areas. The influence of these factors is evident in the San Diego region and helps explain some of the multistory residential projects recently proposed for National City and other areas. It is important to note, however, that alternative economic factors can override these incentives to build in the urban core. For example, developers face decreased incentives to build in the urban core to the extent that:

- Constructing on small urban parcels reduces economies of scale.
- The developer must take actions to eliminate contamination on the urban parcel.
- The existing urban infrastructure is aging or inadequate to support additional development and the local agency requires that the developer correct these deficiencies.
- Costs for steel and other materials used in high-rise developments exceed the cost of materials used in low-rise developments.
- Neighborhood concerns regarding the project cause delays in the project's development.

***Local Agency Fiscal Incentives.*** Typically, before a local agency adopts a general plan or approves a major new development, it analyzes the expected tax revenues resulting from the development (mostly, sales and property taxes)

and estimates the cost of providing services to the development (public safety, parks, and other municipal services). Under the state's current system of local finance, the land use approving agency typically finds that it receives the highest amount of net tax revenues (that is, public revenues less public costs) from regional retail and high-income, low-density residential land uses. Specifically, retail developments typically increase public safety costs, but generate (1) sales tax revenues for the local agency equal to 1 percent of all transactions occurring in the development and (2) property tax revenues. High-income, low-density housing does not generate sales taxes directly but local agencies typically find that the amount of property taxes received more than offsets their costs to serve the properties. High-density, modest-cost housing and some manufacturing developments, in contrast, may not provide enough local agency tax revenues to offset the expected services costs. These California local agency fiscal incentives regarding land use have been widely discussed for over a quarter century. These fiscal incentives play an important role in shaping how local agencies plan for land developments and the constraints/incentives they provide developers proposing new projects in their communities.

### **SANDAG Encourages Multifamily Housing, But Few Follow**

Given the importance of land use decision making in shaping the region's ability to accommodate growth, we sought to determine the extent to which local agencies are following SANDAG's preferred course of development. While no single factor incorporates the full range of suggestions SANDAG makes regarding the location, orientation, and character of developments, two factors provide some perspective: (1) the extent of multifamily housing construction (rental and owner) and (2) the mix of acres planned for different future land uses. We discuss multifamily housing below. We discuss the mix of land uses in the following section.

***Why Examine Multifamily Housing Construction?*** Research generally finds that car trips are reduced and transit systems more heavily used in residential areas developed with at least ten housing units per acre. Because this level of density seldom is attained in neighborhoods of exclusively single-family homes, the construction of multifamily housing structures is an important component of planning for less car-dependent neighborhoods. Constructing multifamily housing units also helps address the housing affordability and environmental issues highlighted in SANDAG's regional comprehensive plan. Specifically, multifamily housing usually offers a more affordable option for local residents because it requires less land per housing unit than single-family housing. The compact nature of multifamily housing also leaves more land for habitat protection, open space, and for water filtration than single-family home construction.

To determine whether local agencies are working to increase the amount of multifamily housing, we looked at two sets of data:

- The percent of San Diego residents living in multifamily residence housing over time.

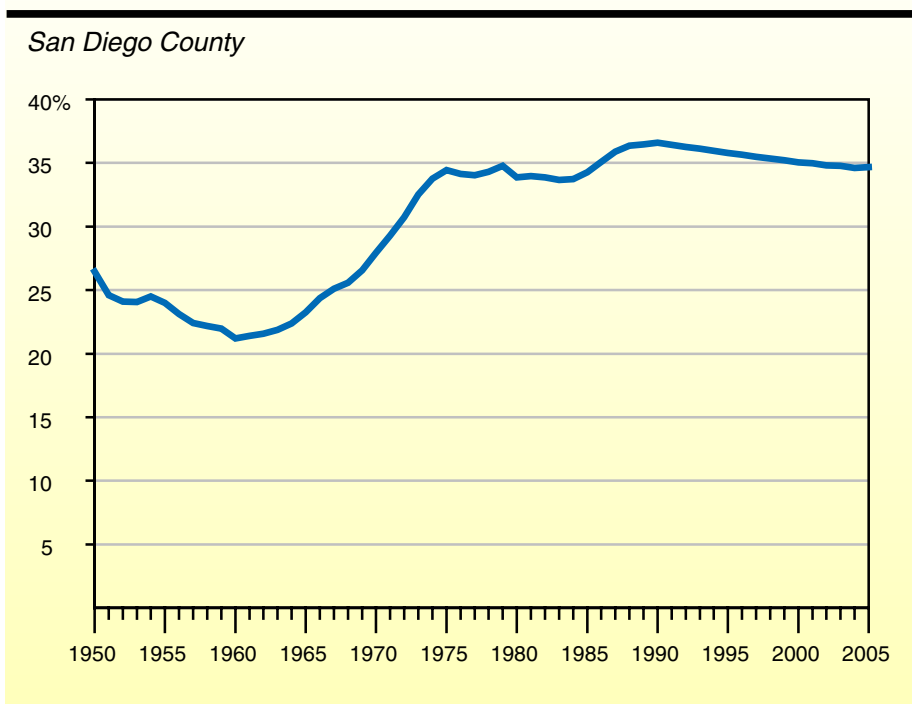
- The number of multifamily building permits issued per 1,000-person increase in the region's population.

***Little Change in Multifamily Share Over Time.*** As Figure 3 indicates, the percentage of San Diego residents living in multifamily housing structures grew between 1950 and 1975. Although the region's population nearly doubled since 1975 and the cost of land and housing increased greatly, the percent of San Diego households living in multifamily housing has remained fairly constant at about 35 percent.

***Rate of Multifamily Building Permits Issuance Not Unusual.*** Another way to examine the extent to which local agencies are aligning their land use policies to be consistent with SANDAG's growth policies is to look at the number of multifamily housing building permits authorized per 1,000-person growth in the population of San Diego and other major urban California regions. If local agencies were following SANDAG's suggestions, we would expect to see a comparatively high rate of multifamily permit issuance in the San Diego region—especially relative to California regions with fewer constraints on the amount of developable land (such as Sacramento and Riverside-San Bernardino). As shown in Figure 4 (see next page), local agencies in the San Diego region issued multifamily permits from 1990 to 2004 at a rate that was higher than its neighbors in Southern California, but lower than San Francisco, San Jose, and Oakland. Overall, the rate of San Diego multifamily residential housing permit issuance during this period was closest to the Sacramento area, a region with

**Figure 3**

**Multifamily as a Percent of All Housing Units**

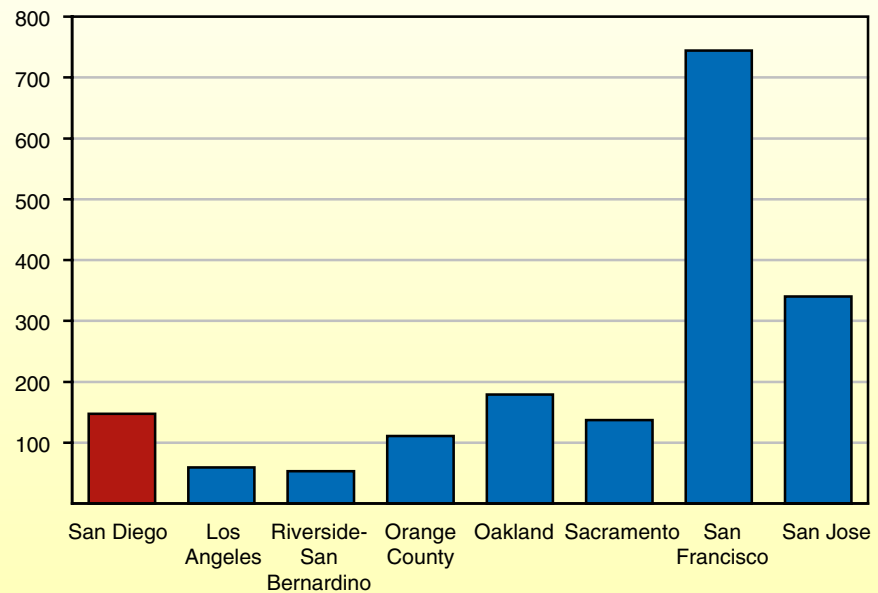




**Figure 4**

**Multifamily Building Permits Issued  
Per 1,000 Person Population Growth**

(1990-2004)



(1) less public focus on smart growth policies and (2) little perceived limitations on the stock of available developable land.

**Some Local Agency Plans Emphasize Retail and Low-Density Housing**

The second factor that we reviewed to determine the extent to which local agencies are following SANDAG's suggested growth policies was local agencies' plans for future developments. To minimize lengthy trips, SANDAG's growth policies call for placing complementary land uses within short distances of one another. This could include, for example, placing markets and other frequently used stores near residential areas and/or building units suitable for artists and small entrepreneurs to live and work in the same space. While an overview of the different categories of development proposed in a local agency's planning document does not tell us much about the *location* of the proposed development, it does tell us something about the range of activities a local agency is planning to authorize.

Our review finds that the extent to which local agencies develop plans to promote smart growth in their areas varies. Some communities, most notably the Cities of San Diego and Chula Vista, generally have aligned their land use policies with SANDAG's recommendations. For example, these cities have designated less than 1 percent of their vacant parcels for low-density, single-family homes (parcels of at least one acre) and at least 10 percent of their vacant parcels

for multifamily residential development. Plans for these cities show a balance between high-intensity residential and nonresidential (commercial, industrial, and office) developments.

The land use plans of other cities, in contrast, show less consistency with SANDAG's recommendations. This is particularly notable concerning policies regarding low-density, single-family homes and land for nonresidential purposes. For example, three cities plan to use at least one-half of their remaining vacant land for low-density, single-family residents (Poway, 82 percent; Escondido, 52 percent; and Del Mar, 50 percent). While these cities do plan for some intensive development on their vacant land, virtually all of this development is for purposes other than multifamily residences. The Cities of Poway and Escondido, for example, plan to use over 20 times more land for nonresidential purposes (commercial, industrial, and office) than for multifamily housing. The development of these cities at such low residential densities will place pressure on other cities within the region to accommodate the region's population growth.

### **Many Factors Counter SANDAG's Effectiveness In Influencing Land Use**

The lack of alignment between SANDAG and local agency land use policies is the natural outcome of a governance system that vests (1) regional planning responsibility with a council of governments and (2) land use regulatory authority with elected local officials. These local officials are directly accountable to their local residents whose perceptions about future developments in their communities may differ starkly from those of SANDAG. While economic forces may prompt private sector developers to propose some projects that align well with SANDAG's smart growth policies, these projects cannot proceed without the approval of local agencies.



## Chapter 3

# Transportation

As the San Diego region has grown in population, economic complexity, and social diversity, transportation needs for the area have also grown and changed. The sheer growth in population has placed increased demands on highway and transit systems and the development of numerous employment nodes in smaller cities and suburban areas has introduced new and complex transportation patterns in the region. These changes have highlighted the importance of the physical transportation infrastructure, and emphasized the value of having governmental institutions that can adequately address transportation issues.

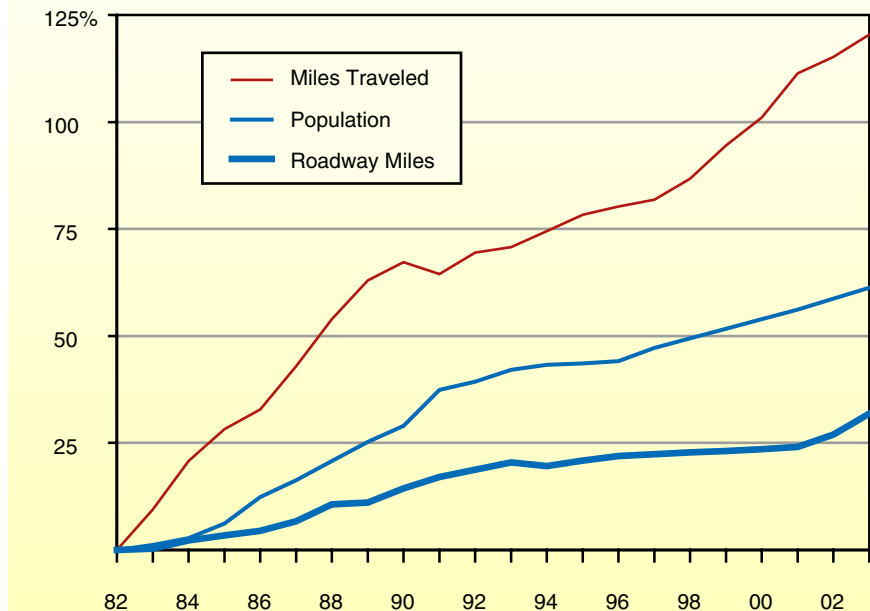
The San Diego Association of Governments (SANDAG) has been assigned key roles in transportation for the region—both in the planning and funding of transportation services. Its ability to carry out its responsibilities effectively and efficiently are highly dependent on the organization's authority, governance structure, and other institutional factors. In this chapter, we first review the transportation challenges faced by the region. We then consider the role of SANDAG in the planning and provision of transportation and its ability to address transportation issues in the region.

## BACKGROUND

### Region's Transportation Challenges

The ease with which a region's residents are able to move from place to place is a key indicator of the region's quality of life. In this respect, the San Diego region faces significant and growing challenges. As Figure 1 (see next page) shows, in the two decades from 1982 through 2003, the San Diego metropolitan area's population grew by 61 percent (from 1.8 million to 2.9 million residents) and the average daily vehicle-miles traveled in the region grew by 120 percent (from 31 million to 68 million daily vehicle-miles traveled). The total miles of new roads in the region grew by only 32 percent, however, or from 5,000 to 6,600 miles. Thus, the total vehicle-miles traveled grew almost *four* times as fast as the available roads.

***Congestion Has Increased.*** Predictably, this combination of factors has led to a rapid increase in traffic congestion in the region. According to the Texas Transportation Institute's (TTI's) Urban Mobility Study, residents of the San Diego region faced the eighth longest commute delay in the country in 2003 (the most recent year for which information is available), with the average commute lasting 41 percent longer than it would have if the region's roads were not congested. By comparison, in 1982 San Diego's average commuter delay of 6 percent ranked 35<sup>th</sup> in the nation. While San Diego's level of traffic congestion is striking, it is similar to that experienced by other California metropolitan areas. For example, the Los Angeles and San Francisco-Oakland areas ranked first and third, respectively, in TTI's most recent measure of commute delays.

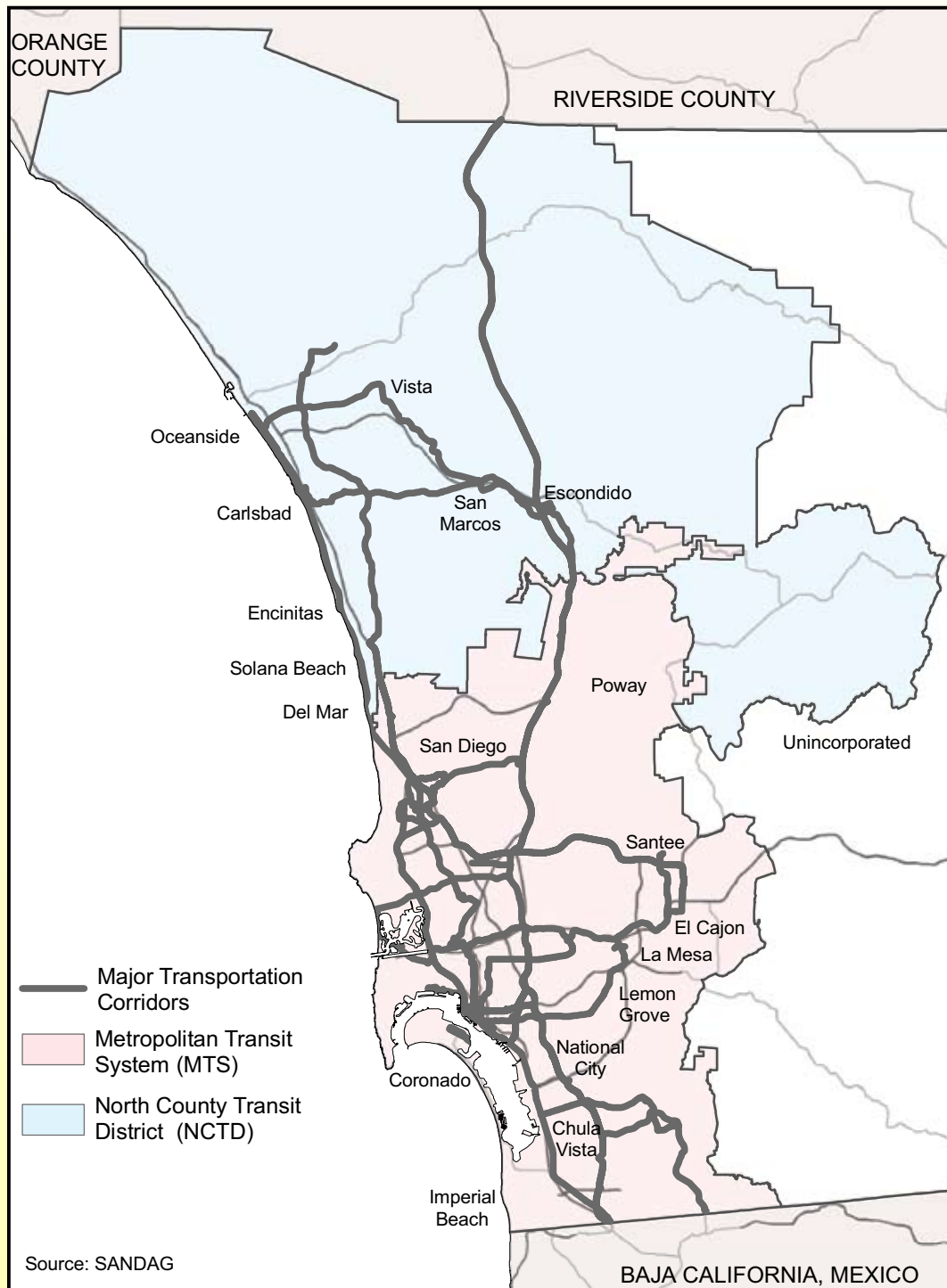
**Figure 1****Growth in Road Capacity Lags Travel Miles**

***Demand for Transit Has Also Increased.*** San Diego's population growth and economic expansion have contributed to the increased demand for transit services. For instance, the Metropolitan Transit System (MTS), the larger of the two transit systems in the county, estimates it will service about 75 million passenger-trips in 2005, almost double the 38 million passenger-trips in 1980. While this represents a significant increase, it is well below the percentage growth in highway use. About 74 percent of MTS's riders in 2002 did not have a car and were transit dependent. This presents a major challenge to the region's decision makers. In order to present a viable alternative to driving, transit service has to be available in the places and at the times it is needed. Figure 2 shows the geographical coverage of each of the county's two primary transit agencies. (See box on page 32 for a description of the region's two main transit operators.)

***Complex Transportation Patterns Have Developed.*** There have been significant new demands placed on the transportation system over the last 25 years. These have occurred as a result of population growth, increased economic activity, and the geographic dispersion of employment and housing. This has led to increased demand expansions in the transportation capacity. In addition, as shown in Figure 3 (see page 33), there have developed a number of high-density employment nodes, ranging from specialized high tech areas to tribal lands. This growth has added increased complexity to commute patterns, resulting in a demand for more transportation flexibility and options.

Figure 2

**Geographical Jurisdictions of Metropolitan Transit Service and North County Transit District**



### TRANSIT OPERATIONS IN THE REGION

Figure 2 shows the San Diego region is served by two main transit systems—Metropolitan Transit System (MTS) and North County Transit District (NCTD).

**North County Transit District.** The NCTD service area encompasses 1,020 square miles of north San Diego County, extending from Del Mar in the south, northeasterly to Escondido, north to the Riverside County line, and west to the Orange County line. The area includes the unincorporated communities of Fallbrook and Ramona, as well as Camp Pendleton Marine Corp Base. Other cities in the service area include Solana Beach, Encinitas, Carlsbad, Oceanside, Vista, and San Marcos. The total population of NCTD's service area is 823,000. The NCTD Board of Directors is made up of one representative from each incorporated city in the district plus the Fifth District County Supervisor.

**Metropolitan Transit System.** The MTS serves 570 square miles of southwestern San Diego County, a land area that includes over 70 percent of the county's population. The system consists of 15 express bus and 3 trolley routes, 74 local/urban bus routes, 6 demand-responsive services, and 2 Americans with Disabilities Act complementary paratransit operators. The MTS governing board (which generally meets twice a month) consists of 15 members: four are appointed by the San Diego City Council; one is appointed from each city council in the area (Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee); one is appointed by the San Diego County Board of Supervisors; and one is elected by other board members to serve as chairman.

**Impact of Consolidation.** The two transit systems had been independent operators, making all decisions regarding transit matters in their respective areas. With the passage of Chapter 508, Statutes of 2003 (AB 361, Kehoe), most planning and capital outlay responsibilities were shifted from each of the transit operators to SANDAG.

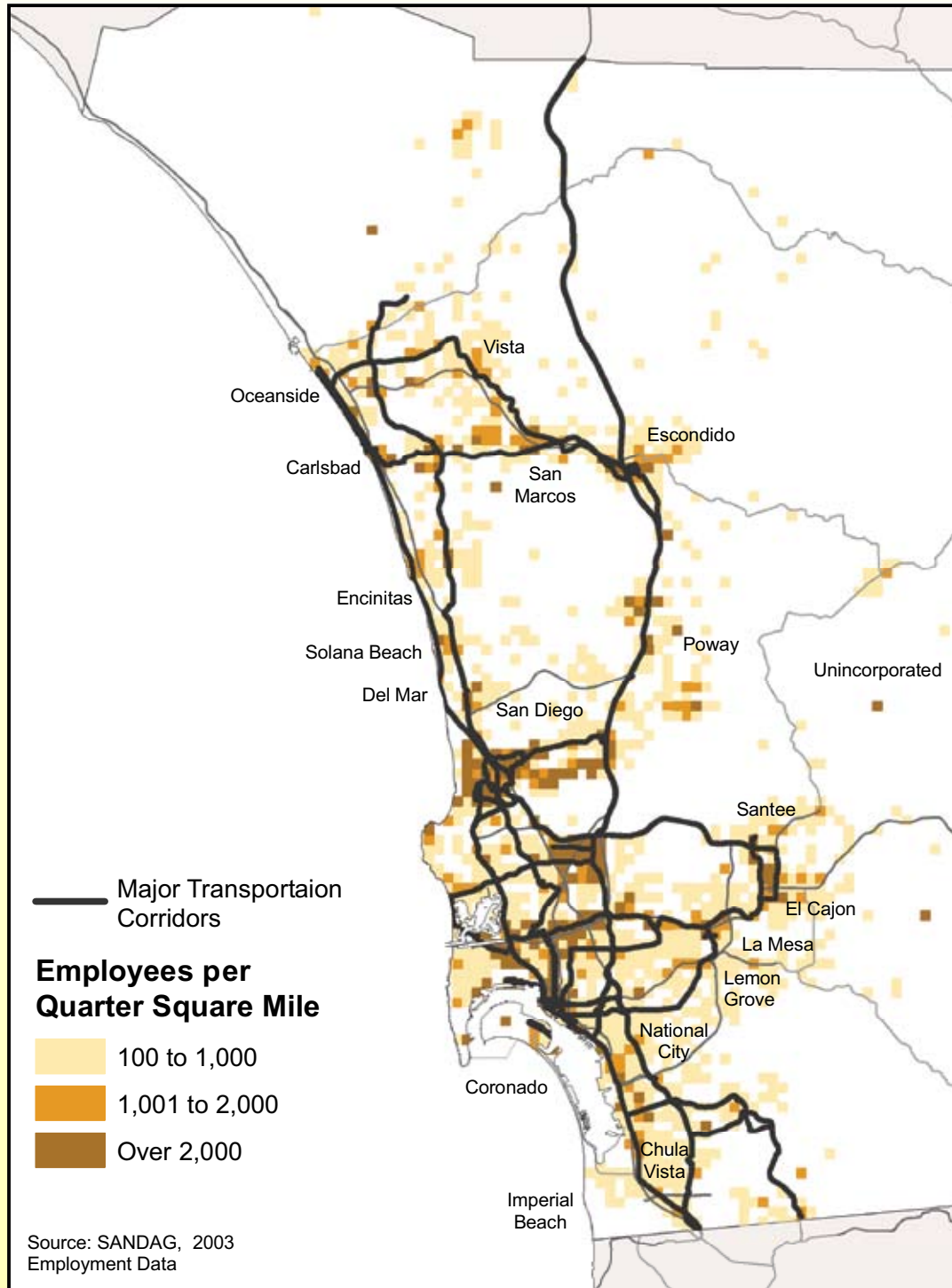
### Regional Transportation and Regional Governance

SANDAG is the preeminent transportation agency in the San Diego region. The organization's planning authority comes from the multiple roles that SANDAG plays in federal, state, and local law. Federal law designates SANDAG as a Metropolitan Planning Organization (MPO) and state law designates it as a Regional Transportation Planning Agency (RTPA). State law has also designated SANDAG as the San Diego County Regional Transportation Commission to administer the half-cent county sales tax known as TransNet. The county adopted the first TransNet measure in 1987, which funded various transportation projects with an additional half-cent local sales tax. In 2004, the sales tax was extended for 40 years (this extension is also called TransNet). These roles and others give SANDAG various responsibilities related to transportation in the region, including creating the region's transportation plans and deciding how transportation funding will be used. (See box on page 35 for more information on SANDAG's roles.)

Figure 3

### Employees Concentrated Along Transportation Corridors

*Employees per Quarter Square Mile*





**SANDAG Allocates Substantial Transportation Funds.** Of the \$1.1 billion in transportation funding flowing through the San Diego region in 2005, SANDAG has the authority to direct about one-third. Figure 4 shows all transportation funding for San Diego and the sources over which SANDAG exercises a measure of control. Of the remainder of the region's transportation funding (that is, dollars outside of SANDAG control), the 18 cities and the county decide how to spend about another one-third, including direct state gas tax subventions to the cities and counties and those jurisdictions' own funds. The rest of the funding flowing through the region in 2005 is directed by Caltrans, the transit operators, or by federal designation to specific projects.

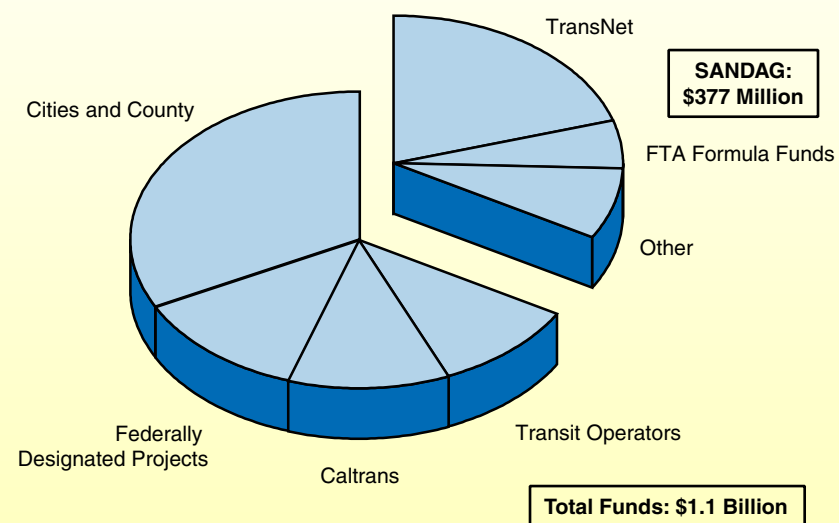
As a result of its multiple roles, SANDAG has the authority to direct the use of a greater proportion of the transportation funding in the San Diego region than do most other large regional transportation agencies in the state. This occurs primarily because most other regions in the state, such as the San Francisco Bay Area and the Sacramento region, comprise multiple counties. Multicounty regional MPOs or RTPAs do not administer county-level sales taxes imposed for transportation purposes.

In contrast, SANDAG administers a countywide half-cent sales tax—TransNet. (As noted earlier, San Diego county voters approved in 2004 a measure extending TransNet.) SANDAG estimates that this tax will raise about \$229 million in 2005. While the purposes for which this money is to be used are spelled out in the sales tax measure, SANDAG is responsible for the day-to-day administra-

**Figure 4**

### **SANDAG Controls About One-Third of County Transportation Dollars**

2004-05



FTA = Federal Transit Administration.

tion and distribution of this money. In addition, SANDAG is largely responsible for determining the order in which the projects specified in the 2004 TransNet measure will be undertaken. In developing these priorities, SANDAG relied extensively on its existing regional transportation plans. Because continuing the half-cent transportation sales tax required approval by two-thirds of the county's voters, however, SANDAG also considered the extent of project voter appeal in developing the list of TransNet projects.

### **SANDAG Has Various Roles and Responsibilities**

Under state and federal laws, SANDAG serves a number of different roles, as described below:

- **Metropolitan Planning Organization (MPO).** Federal law requires that every metropolitan region have an organization whose responsibility it is to make long-range transportation plans for the region. SANDAG was designated as the regional MPO in 1970.
- **Regional Transportation Planning Agency.** Under state law, SANDAG has been named as the organization responsible for short- and long-range transportation planning for the region. This designation was made by the state in 1971.
- **San Diego County Regional Transportation Commission.** Under state law, SANDAG is also designated as the commission responsible for coordinating transportation planning and the operation of transportation operations throughout the county. SANDAG received this designation in 1986.

Based on these multiple roles, SANDAG prepares the following reports:

- **Regional Transportation Plan (RTP).** The RTP lists the region's highest priority transportation projects through 2030. It is based on population projections and constrained by funding expectations. The report is produced every three years.
- **Regional Transportation Improvement Plan (RTIP).** The RTIP is based on the RTP and lists specific projects that address the priorities raised in the RTP over a five-year time frame. The report is produced every other year.
- **Regional Short Range Transit Plan (RSRTP).** SANDAG also prepares the RSRTP, which establishes short-term transit capital and service priorities for the region consistent with the RTP.
- **Regional Comprehensive Plan (RCP).** The RCP is a planning document that brings together a number of different regional factors, including transportation, environment, housing, and economic growth. The RCP extends over a 25-year time horizon.

Being the region's MPO and RTPA also gives SANDAG the authority to direct a substantial amount of state and federal transportation funding flowing into the San Diego region. For example, as the region's MPO, SANDAG received \$61.5 million in 2005 from the Federal Transit Administration (FTA). This money was available to transit operators for system maintenance and capital improvement, but it was up to SANDAG to determine how much went to MTS and North County Transit District (NCTD). As the region's RTPA, SANDAG determines the projects that will receive the region's State Transportation Improvement Program (STIP) funds, which SANDAG estimates totaled about \$34 million in 2005.

***SANDAG Plans for Regional Transportation.*** Another key responsibility of SANDAG is that of creating the region's transportation plans. This responsibility goes hand in hand with SANDAG's authority over transportation funds, since the projects SANDAG identifies in its plans are those for which it can eventually provide funding. SANDAG produces multiple plans in its varying roles, as discussed below.

As required by federal law, SANDAG has created a long-range regional transportation plan (RTP). The most recent one was adopted in 2003 and lists the region's highest-priority transportation projects through 2030. This plan serves as a master list of transportation projects and provides the basis for the five-year regional transportation improvement plan (RTIP). The specific projects listed in the RTIP must be approved by the California Transportation Committee and are typically funded by STIP funds.

SANDAG also prepares a regional short-range transit plan (RSRTP). Prior to consolidation, SANDAG worked with the transit operators to develop short-range transit plans to ensure that the plans were consistent with the long-range transportation goals and objectives. Following consolidation, SANDAG became responsible for regional transit route and rail planning and the preparation of the RSRTP. The first RSRTP, which established short-term transit capital and service priorities for the region was completed by SANDAG in April 2005.

***SANDAG Develops Comprehensive Plan.*** In addition to its various regional transportation plans, SANDAG produced in 2004 its first Regional Comprehensive Plan (RCP). The production of an RCP was encouraged and defined for the San Diego region in Chapter 743 and Chapter 508. The adopted RCP represents a vision for the region's growth over the next 25 years, incorporating such factors as housing, transportation, the environment, and economic development. Thus, the RCP was an attempt to plan multiple aspects of the region's growth, constituting a "vision" document rather than an implementation plan.

Through its multiple planning functions, SANDAG is in a unique position to be able to affect both short- and long-term development of the region in terms of transportation facilities and services, congestion reduction, and mobility improvement, with consideration for the region's air quality and housing location. The extent the plans achieve the desired outcomes, however, will depend on how effectively SANDAG can affect behavior related to local land use and travel demand.

***SANDAG's Authority Over Transit Systems.*** With the passage of Chapter 743 and Chapter 508, SANDAG's direct transit responsibilities have increased. The legislation consolidated some key functions of the transit operators, MTS and NCTD, into SANDAG. In addition to the transit planning functions discussed above, SANDAG is now responsible for the design, engineering, and construction of transit and rail projects. Additionally, SANDAG is now the claimant and grantee for certain transit funding and has the authority to review and approve transit operators' budgets prior to allocating transit funds to them. Finally, SANDAG has a significant oversight role regarding transit fare setting. The transit operators, however, retain authority over the operation and maintenance of their transit services.

The statutes also created a transportation committee within SANDAG, which is responsible, among other things, for reviewing the region's transportation plans and recommending them to the SANDAG board for approval. The committee is also responsible for working to meet the public transit needs of the region, including setting transit funding criteria and recommending transit funding levels, and undertaking "transit responsibilities resulting from consolidation."

Concurrent with the SANDAG consolidation, though not mandated by the statute, the transit governance in the southern part of the county was also streamlined. Prior to consolidation, there were three separate transit boards in the south county, including the Metropolitan Transit District Bureau, the trolley board, and the transit board, each with its own staff. As certain responsibilities were transferred to SANDAG, the remaining responsibilities of the three boards, along with their staff, were combined into the new MTS board that now oversees the operation of both the bus and rail systems in the southwest portion of the county.

## **MAJOR FINDINGS**

San Diego has in place the institutional framework necessary for regional governance of planning and operating its transportation systems and infrastructure. Given SANDAG's position in the county and the strong and broad role it has in the transportation area, it is suitably positioned to provide administrative oversight and policy direction. This has resulted in an ability to address regional needs through its decision making. However, there are also areas where its capacity to provide adequate governance is weak or incomplete, either due to the lack of authority, its institutional structure, or other factors. Our major findings regarding SANDAG's role in the transportation area are set forth below.

### **SANDAG Is the Primary Transportation Entity In the Region**

SANDAG is uniquely situated to play a strong role in the design and delivery of San Diego's transportation infrastructure and transit systems. As local communities in San Diego have become economically and socially linked, transportation demands have become increasingly intraregional in nature, necessitating a regional governance structure. SANDAG has strongly embraced that role.

While transportation issues are also addressed by the transit system operators, Caltrans, the County of San Diego, and the cities throughout the county, SANDAG solely possesses region-wide interest and authority. Although a number of factors are at work, SANDAG's influence stems largely from its roles in regional planning and funding decisions.

- **Planning Role.** SANDAG has been designated by the state and federal governments as the sole regional transportation agency. This designation gives SANDAG full authority to integrate short- and long-range planning in order to assure their compatibility.
- **Funding Decisions.** SANDAG can exercise authority over about one-third of the annual transportation dollars going to the region. While its discretion in the use of these dollars is constrained, it can "work around the edges" in order to reorient moneys in a particular direction or affect the timing of the use of such funds. Through its planning processes, SANDAG also influences the way some of the other two-thirds of funding is dispersed.

### **SANDAG's Decisions Often Reflect Regional Concerns**

SANDAG has put in place the mechanisms and developed the capacity to account for regional needs in its planning approach and funding decisions. For example, the methods by which SANDAG selects projects to be funded generally appear to be sound and are based on regional priorities. As noted earlier, SANDAG has created for the first time an RCP that sets forth a regional vision for growth in multiple areas, including transportation. Consistent with this RCP, the RTP chooses specific projects that reflect a concern with traditional transportation issues, such as congestion relief and cost effectiveness, but also incorporate more regional criteria, including: smart growth components, effects on housing, and environment issues.

Projects score points in each of these areas, and the projects with the highest point totals are included in the RTP. This methodology resulted in SANDAG rating very highly "managed lanes" with bus-rapid transit running on them, as evidenced by their prominent place in both the RTP and the projects included in the most recently adopted TransNet measure. SANDAG's regional perspective has also been enhanced by its absorption of selected staff from the two transit agencies.

### **Regional Decision Making Faces Constraints**

Although SANDAG's membership is geographically diverse, with representatives from cities across the county, the governance structure is not one that automatically fosters a regional perspective on issues. While the decision making and voting requirements necessitate a consensus approach to transportation issues, this consensus need not always represent a true regional perspective on issues. This is because the local officials that make up the SANDAG board are directly answerable only to their local constituents and governing boards. As a result, while SANDAG's stated intention is to establish plans and choose projects based on their regional benefit, its members may at times be driven more by local concerns.

Some of TransNet's priorities, for instance, appear to be based on an unstated principle of returning a "fair share" of funds to each city or in a manner that ensures geographic equity, rather than directing funds where they would maximize regional benefits. As an example, TransNet's local street and road funding is divided among cities and the county based on the population and miles of roads in each area rather than the amount of road deterioration or the amount of traffic that flows through the area. Such an allocation may have been politically necessary to ensure voter approval of TransNet, but it can run counter to the regional priorities that SANDAG espouses.

A similar dynamic may have also been evident with respect to the new TransNet measure. For this measure, SANDAG designated a list of projects that would receive the first allocations of funding from the sales tax extension. At the top of this list were three projects included in the original TransNet measure that could not be completed due to cost overruns. Recognizing their political popularity, SANDAG committed to spending the first funds raised by the new measure on these projects without a review as to whether the projects still made sense two decades after their original approval. There are some indications that one of these projects—the Mid-Coast Trolley—should have undergone much greater scrutiny and perhaps been changed due to its high cost and limited regional benefits. This would have freed up funding for alternative projects with greater regional benefit.

### **SANDAG's Influence on Transportation Demand Is Limited**

Transportation planning is highly dependent on land use, density, and travel patterns. SANDAG, however, has very little direct or indirect authority over any of these major factors. While SANDAG creates the regional plans and directs transportation funds to carry out those plans, it cannot force the cities and the county to develop according to its plans, nor does it possess significant tools necessary to create incentives that would encourage development consistent with these plans. As a result, it largely takes transportation demand as a given, and attempts to match it with adequate supply.

***SANDAG Has No Land Use Authority.*** This lack of influence is due primarily to the fact that land use decisions are made by local governments without SANDAG input or review. In creating its regional plans, SANDAG can only take the local general plans as given and structure its plan around them. Chapter 743 recognized this limitation of SANDAG's powers and stated that "there is a clear need for a regional agency having sufficient land-use authority to implement an efficient regional transportation system." However, Chapter 743 gave no such authority to SANDAG, and in fact explicitly stated that land use decisions affecting permitting and zoning would not be transferred to SANDAG.

The result of this disconnect between local general plans and regional development is that they can be inconsistent and exacerbate some of the problems that SANDAG was established to address. For example, certain communities have approved low-density developments far removed from existing developed areas, making it difficult and expensive to serve them through the existing transportation network. These "large lot" developments have tended to work

against the higher densities that make all types of transportation infrastructure more cost effective.

***SANDAG May Indirectly Affect Development.*** Despite its lack of oversight regarding land use, SANDAG has attempted to influence transportation demand through less direct means. For example, SANDAG is taking steps to direct transportation funds to projects that would encourage its idea of smart growth in the region. Specifically, SANDAG is administering a Smart Growth Incentive Pilot Program that will grant \$19 million in federal funds to transportation projects that support certain developments. The objective is to highlight as a regional priority, and to create fiscal incentives for, the promotion of urban infill and communities with colocated housing, services, and employment. This is designed to encourage the use of transit and alternative modes of transportation such as walking and biking.

Building upon this program, the new TransNet measure directs \$280 million in sales tax revenue over 40 years to similar types of projects. These amounts are small in comparison to the amount of transportation funding flowing through the region, and they will likely not have a sizeable effect on the overall land-use development of the region. This is because such land-use decisions are driven by numerous other more powerful economic and fiscal considerations. SANDAG states its intention to direct larger amounts of transportation money in future RTPs according to smart growth principles.

### **Consolidation Might Improve Coordination of Transit Services**

Certain government services can benefit from increases in the size or scale of their operations as well as an expansion in the scope of their responsibilities (such as broader geographic coverage). Transit is perceived by some economists as one of those services that can benefit from both of these factors—at least with respect to certain activities—thereby reducing the overall cost of delivery and/or improving the level of service. Chapter 743 consolidated the planning and construction of transit projects within SANDAG, and while it is too early to tell the effects of many of these changes, there are several areas that may have benefited.

***Economies of Scale in Capital Project Development.*** Prior to consolidation, each of the transit operators performed design, engineering, and construction oversight work for its own transit projects. After consolidation, the transit operators' capital-related staff were transferred to SANDAG, which became responsible for all the work on projects. SANDAG staff indicate that this arrangement allows them the flexibility to deploy staff to the projects that need them the most, regardless of whether they are NCTD or MTS projects. This has the potential to increase the efficiency and quality of project design and construction by allowing more specialization to occur using the same amount of staff. Alternatively, it might be possible for staffing reductions to occur, resulting in savings over the former staffing levels for both agencies. Additional consolidation across other areas—for example, maintenance and certain administrative activities—may result in further economies although this would be significantly affected by the technical characteristics of each activity.



**Coordination Between Operators.** For those projects that will extend from the northern part of the county to the southern part, such as some of the bus rapid-transit projects proposed under TransNet, having SANDAG be responsible for the project's delivery would help ensure coordination between the two transit operators. Additionally, because many of these projects will be linked to highway projects (as part of managed lane projects), SANDAG is in a better position to work and coordinate with Caltrans than two separate transit operators.

Moving most of the planning functions of the transit operators to SANDAG also has the potential of facilitating better coordination of transit services. Prior to consolidation, SANDAG took the transit operators' plans for expansion and essentially placed them in its own transportation plans unchanged. Now, SANDAG can ensure that the transit plans are consistent with the larger, RTPs that SANDAG develops. Specifically, transferring the responsibility for the RS RTP from the transit operators to SANDAG replaces the two separate transit operator plans with a single SANDAG plan and creates an opportunity to better coordinate the transit operators' services. This is particularly important since a large proportion of the region's workforce commutes across the geographic division of the two transit systems.

**Administrative Oversight and Control.** Consolidation resulted in SANDAG being designated the "claimant and grantee" for certain transportation funds for which the transit operators had previously been the claimant and grantee. This includes federal formula funds received from FTA that can be used for transit maintenance and construction. The shift means that SANDAG has more oversight over how these funds are expended and can divide these transit funds among NCTD and MTS according to where SANDAG believes the funds will provide the most regional benefit.

However, while the law provides this power to SANDAG, it also states that SANDAG "should" retain the traditional division of these funds between NCTD and MTS. It also indicates that SANDAG should periodically review how these funds are allocated between the operators, thereby allowing SANDAG to change the division of funds if it finds reason to do so. To date, SANDAG has not changed the division of funds between the operators or reviewed the funding split. SANDAG could review the funding allocation to determine whether it should be altered to better align transit services with regional priorities.

### **Consolidation Under SANDAG Needs Clarification**

Consolidation of certain transit activities under SANDAG is best viewed as a "work in progress." For instance, SANDAG and the transit operators have encountered some obstacles in the course of consolidation. Many of these issues relate to a further clarification and redefinition of responsibilities between the transit operators and SANDAG, and ways to deal with an additional layer of governmental oversight.

**Reallocation of Planning Staff.** One issue relates to the consolidation of planning staff. In integrating the transit operators' planning functions into SANDAG, all planning personnel were initially transferred from the operators, including 60 planners from MTS and 6 planners from NCTD. However, after the transfer,



MTS determined that it still needed some planning personnel to support the continued operation of its existing local routes. In retaining responsibility for operations, MTS also retained the responsibility for altering the timing and routes of its vehicles, a function that requires planners. Once the problem was recognized, the executive directors of SANDAG and MTS began discussions on the issue. The result of these discussions was that both parties agreed that three planners would be transferred back to MTS.

***Oversight May Be Overly Detailed.*** Prior to consolidation, the transit operator made all route changes on their own, including schedules and times. When these route changes bordered the division between the two systems, they tended to be addressed through the existing Joint Committee on Rapid Transit, made up of board members from MTS and NCTD. Capital acquisitions were also treated the same way.

After consolidation, most if not all route changes and capital projects must be approved by the board of the relevant transit operator, the SANDAG Transportation Committee and the full board of SANDAG. While no requests for approval by the transit operators have been denied, the process adds a layer of oversight for—in some instances—very minor route or capital project changes. Both operators indicate that this is an area that needs to be streamlined in some fashion.

Similarly, SANDAG is now the claimant and grantee for certain federal transit formula funds used primarily for equipment purchase and maintenance. Prior to consolidation, the operators could submit these claims directly to the federal government. Although SANDAG is now technically the claimant and grantee for these funds, SANDAG could delegate the authority to submit certain claims to the federal government back to the transit operators. The transit operators and SANDAG are undergoing negotiations to determine how best to manage this issue so that SANDAG can retain its oversight authority while the transit operators can respond in a timely fashion to address equipment needs.

***Multiple Governing Boards and Levels Add Complexity.*** Three governing boards (SANDAG, MTS, and NCTD) and SANDAG's transportation committee now deal with transportation issues in the region. As a result, it is also unclear which board the public would approach about certain issues, such as the desire for new transit service in their area.

***Need for Increased Coordination.*** At present, because the primary service areas of the two operators are relatively separate and distinct, not a significant amount of effort by SANDAG has been needed to ensure that services are coordinated. However, as planned bus-rapid transit projects are constructed that are intended to link various parts of the regions (such as from north to south), SANDAG will have to play a greater role in ensuring these services are coordinated with the existing locally oriented services.

## Chapter 4

# Housing and The Environment

## HOUSING

### Like Other Californian Urban Areas, Housing Costs Are High

Compared to the rest of the nation, most regions in California face high housing costs. The San Diego region is no exception. Two of the primary factors that affect San Diego's housing market are:

- **Limited Land Available for New Housing Development.** As discussed in "Chapter 2," much of the land in the San Diego region has been set aside for public purposes or already has been developed. Local governments plan to use most of the remaining, undeveloped land for low-density housing or nonresidential purposes.
- **Population Growth.** The region is adding households at a faster rate than housing units. For example, between 2000 and 2004, the region's population grew by 7.2 percent. In contrast, the region's housing units grew by only 5.1 percent over the same period.

**Measuring Affordability.** In attempting to compare San Diego's housing market to other regions in the state, there are a number of measurement techniques. For instance, the California Association of Realtors (CAR) has developed an index to compare household incomes with the costs of purchasing a home in a region. The index measures the share of households that could afford the median priced home of an area. (The index assumes that a maximum of 30 percent of a household's income can be dedicated to housing costs. To estimate housing costs, the index uses the median home sales price, average interest rates, and assumes a 20 percent down payment.) Figure 1 (see next page) compares housing affordability in San Diego to other regions in California and the nation as a whole for October 2005 using the CAR index. While nationwide, almost one-half of households could afford a median priced home, only 15 percent of California households were able to do so. The San Diego region, at 9 percent, is even less affordable.

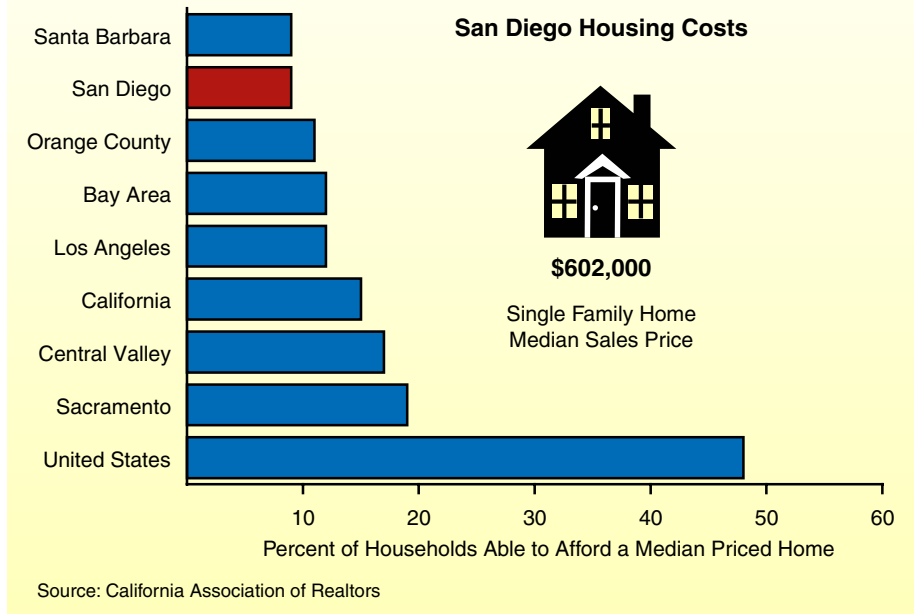
### Statewide Housing Planning Process

As noted above, the development of housing in San Diego does not appear to be keeping up with the demand created by population growth. State law establishes a process intended to ensure that there is sufficient land available and zoned to

**Figure 1**

## **Housing Affordability in California**

*(October 2005)*



meet the housing demands of a growing population. As part of its general plan, every city and county is required to prepare a “housing element” which assesses the conditions of its housing stock and outlines a five-year plan for housing development. Unlike other components of a local government’s general plan, the housing element must be approved by the state—an activity performed by the Department of Housing and Community Development (HCD).

As with other councils of governments, the San Diego Association of Governments (SANDAG) is responsible for coordinating the regional housing needs assessment (RHNA) and distributing expected household growth to each jurisdiction within the region. The allocation includes housing units for various categories, including low-income households. Jurisdictions are then supposed to ensure that the housing elements of their general plans provide sufficient land zoned to accommodate the designated amount of growth in housing.

**SANDAG Special Provisions.** As a pilot program, the San Diego region is authorized to implement a self-certification program. Under the program, SANDAG sets affordable housing production goals for a five-year period. Those cities and the county meeting these goals, may choose to self-certify that their housing elements are in compliance with state requirements—avoiding state review. The law authorizing the pilot program is due to sunset at the end of the current RHNA planning cycle (in 2010).

### **SANDAG Has Acted to Encourage Housing Production**

In response to the high housing costs in the region, SANDAG has taken a number of actions aimed to increase housing affordability.

**Promotion of Self-Certification.** SANDAG has been one of the primary advocates for the self-certification of local housing elements. In promoting the program, SANDAG has stressed the benefits of the program to local jurisdictions. As required in state law, SANDAG led the effort to develop housing production standards to determine which entities are eligible for self-certification. SANDAG has also made efforts to focus on the outcomes of the housing planning process. To be eligible for some future grant programs administered by SANDAG, it will require jurisdictions to file annual progress reports on meeting housing production goals, including documenting how many affordable housing units were produced.

**Transportation Dollars as Incentives.** In addition, SANDAG has chosen to use the allocation of some transportation dollars as an incentive for cities to develop affordable housing. Specifically, as part of the adoption of its RHNA in February 2005, SANDAG adopted a policy that for future allocations of discretionary funding, a minimum of 25 percent of the scoring it will use will be based on the production of affordable housing units. The largest program that will be affected by this policy is the \$280 million Smart Growth Incentive Program funded by TransNet (funds to be allocated over 40 years). In addition, SANDAG staff indicate that several other programs will be affected, such as bicycle and pedestrian grants. The staff report that the program will be refined based upon the experiences of a pilot smart growth program in 2005.

**Use of Regional Platform.** Finally, SANDAG has advocated the development of affordable housing as an important component of the region's future. Affordable housing receives considerable attention in the Regional Comprehensive Plan. In addition, the organization has stressed the need for affordable housing in its other publications and many of its public meetings.

### **MAJOR FINDINGS**

#### **SANDAG Limited in Its Efforts to Promote Housing**

As described above, SANDAG has been given certain targeted tasks to help address the region's affordable housing programs. It administers the RHNA process, develops regional plans, and allocates some transportation dollars in ways that encourage affordable housing. These are all appropriate roles for a regional entity like SANDAG. The tools available to SANDAG to improve housing affordability, however, are fairly limited, for various reasons discussed below.

**No Direct Land Use Authority.** Councils of government in California have limited influence over housing pricing, zoning, and permitting. Instead, cities are the government entities that control the land use and permitting authority within their boundaries. Similarly, the county controls land use decisions for unincorporated areas. While councils of governments may use informal mechanisms to influence cities to change their housing policies, they have no formal land use authority. For instance, while SANDAG can encourage its member jurisdictions

to make their general plans consistent with policies outlined in the regional plan, it cannot force any city or the county to do so.

***The RHNA Process Ineffective.*** As we have noted in previous publications, the RHNA process in its current form is not particularly effective. The RHNA process focuses on the housing element as a planning document, rather than on housing production. Consequently, HCD's certification that a housing element is in compliance with state law guarantees only that a jurisdiction has a valid housing plan—not that housing actually will be built. Despite the state requirement to have a housing element approved by HCD, less than 75 percent of local governments statewide currently meet this obligation. On a statewide basis, there are few incentives or sanctions to encourage local government housing element compliance and the production of affordable housing.

To SANDAG's credit, its involvement in the self-certification program has been an attempt to improve actual production of housing. In a report to the Legislature in 2003, SANDAG contends that the self-certification program has been successful in increasing affordable housing. Yet, the existing sunset on the self-certification program in 2010 appears to be limiting the number of jurisdictions using the option. SANDAG estimates that only two cities will participate in the 2005-10 cycle, compared to ten cities in the previous 2000-05 cycle.

***Limits of Transportation Dollars as Incentives.*** The Legislature has encouraged SANDAG to use its allocation of transportation dollars to promote affordable housing. To some extent, as described above, SANDAG has pursued this approach with its TransNet smart growth program—offering transportation grants for those communities that pursue higher-density housing. Yet, most TransNet dollars are not allocated with this approach. For instance, one-third of the funds will be allocated to cities and the county on a population basis for street and road improvements, without regard to these agencies' efforts to promote housing production. In total, a very small portion of the TransNet funds will be allocated in a manner that considers local agency housing production or planning.

In developing the components of TransNet, the SANDAG board could have placed a greater emphasis on using the dollars to promote housing. Yet, the organization is limited in its ability to do so by political realities. First, the TransNet measure had to be approved by the SANDAG board, which is made up of representatives of every jurisdiction. If the allocation methods were viewed as disproportionately funding a few communities, the measure would have faced difficulty in obtaining board approval. Second, the measure had to be approved by two-thirds of the region's voters. A funding scheme that focused the dollars on a limited portion of the region may not have gained voter approval.

### **Region's Housing Problems Not Likely to Improve Soon**

Given a number of factors, we conclude that the San Diego region's housing problems are not likely to significantly improve in the near future. Furthermore, the measures that SANDAG has taken are unlikely to significantly affect the trend of declining affordability. Among the factors that will continue to make housing affordability a difficult problem to address are:

- **Population Growth.** Population forecasts for the next few decades predict that the region will continue to face significant growth.
- **Local Planning Restrictions.** Housing can only be developed within the parameters of local agency's general plans and zoning restrictions. Currently, 90 percent of the remaining residential land in the region is zoned for a maximum of one housing unit per acre.
- **Strong Economic Forces.** As described in "Chapter 2," the local government tax state's land use system creates economic disincentives to the development of affordable housing.

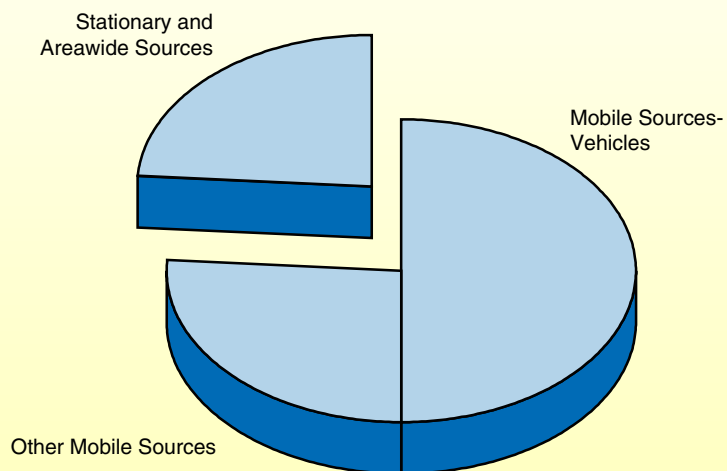
## AIR QUALITY

Air quality in San Diego has significantly improved over the last 20 years. Like most California urban areas, however, San Diego does not meet certain state and federal air quality standards. Exposure to polluted air can cause health problems, especially in children, adults who are active outdoors, and people with respiratory diseases. As Figure 2 shows, about three-quarters of the smog-forming pollutants in San Diego is generated by cars, trucks, and buses (50 percent), and airplanes, trains, and other mobile sources (26 percent). The rest of the region's pollution is caused by stationary or area-wide sources (such as power plants, industrial facilities, home products and fireplaces, and agriculture).

Figure 2

### San Diego Region Emission Sources

2004



In addressing air quality issues, the federal and state governments have taken the lead in setting overall emission standards and in regulating mobile sources of pollution. The state has established regional entities, however, to address other responsibilities. The San Diego Air Pollution Control District (APCD) (the boundaries of which correspond to that of the regional air basin as well as San Diego County) prepares and implements the region's long-term plan to attain air quality standards and reduce air pollution. The district also (1) develops specific air quality rules and regulations for stationary sources in the county and (2) works with SANDAG to ensure that its transportation plan conforms to the air quality goals for the region (referred to as "transportation conformity"). This conformity is required by law.

As previously mentioned, air quality has improved significantly in San Diego in recent years. As Figures 3 and 4 indicate, emissions from reactive organic gas and oxides of nitrogen (pollutants which combine with sunlight to produce ozone or smog) have been cut almost in half since 1990. This has largely been due to a decline in emissions from mobile sources. Because vehicle miles traveled in the region more than doubled between 1980 and 2000, this air quality improvement probably is more attributable to factors such as the state's low emission vehicle requirements, cleaner fuels, and technology improvements than to local or regional planning and regulatory efforts. It should be noted, however, that the improvement in the San Diego region generally appears greater than many other air basins in the state.

## **MAJOR FINDINGS**

### **Governance Responsibilities Well Defined**

Governmental responsibility for air quality has been long established and well defined. The state and federal governments, address air quality goals and regulate mobile sources—those that can easily move among different regions. A regional level of government—the APCD—addresses the particular problems of the San Diego air basin. In general, the district's geographic scope of responsibilities appears to have been appropriately designated.

### **Limits of a Single-Function Entity**

While the APCD has specific regulatory authority to address pollution, it has no authority over many local governmental actions that can have significant impacts on the basin's air quality. For example, decisions about how land is developed and the intensity of the allowable development rests with cities and, in unincorporated areas, the county. If a local agency orients its land use policies so that jobs, homes, and stores are developed at low densities and at considerable distances from one another, its residents may be more likely to drive greater distances than would be the case if these land uses were located closer to one another. Thus, the land use decisions of local agencies can significantly affect the air quality of the region.

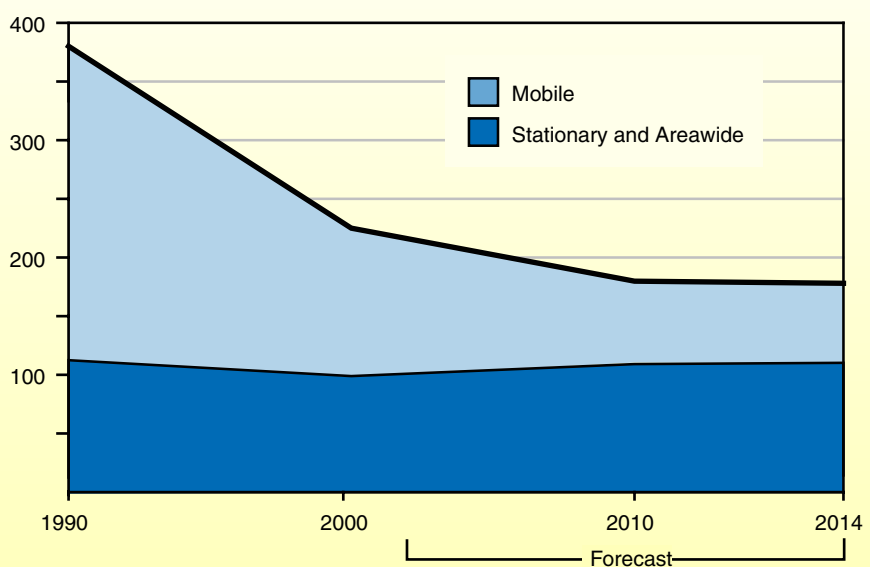
### **SANDAG's Air Quality Role Limited**

SANDAG has a fairly limited role in addressing the region's air quality. As noted above, it works with the APCD to assure that the region's transportation plans

**Figure 3**

**San Diego Region Trends in Emissions  
Of Reactive Organic Gas by Source**

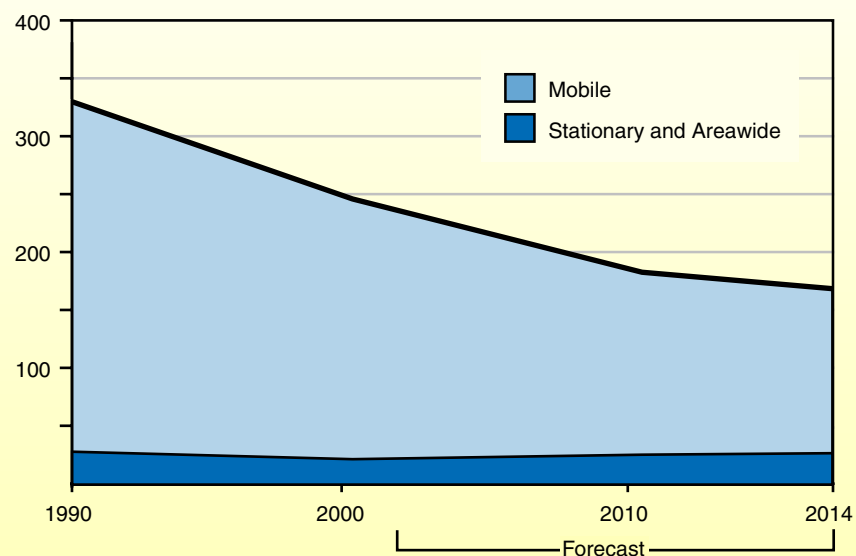
*(Tons per Day)*



**Figure 4**

**San Diego Region Trends in Emissions  
Of Oxides of Nitrogen by Source**

*(Tons per Day)*





conform with its air quality plans. In addition, SANDAG actively encourages local agencies to use land use powers in ways that minimize air pollution. For example, through its smart growth planning approach, SANDAG encourages compact, multiuse development, which it believes will reduce future vehicle miles traveled. As with the APCD, however, SANDAG has no authority over land-use decisions.

## **WATER QUALITY**

The primary water quality problem in the San Diego region is runoff of storm water from urban areas. When it rains, storm water runs off urban lands and carries a variety of pollutants into municipal storm water systems and natural water bodies such as creeks. Ultimately, this runoff ends up in the ocean. This is known as “nonpoint” pollution, because it does not come from a single, defined source.

Because water in the San Diego region ultimately flows into the Pacific Ocean, the effects of polluted runoff can be seen in the quality of coastal waters. There are frequent beach closures in the San Diego region. Beach closures are declared by the county when either there is a direct sewage spill in the area or when bacterial standards are repeatedly exceeded. Beach “postings” occur when a bacterial standard is exceeded, but the source is unknown. The number of closures and postings vary widely from year to year, due in part to rainfall levels. In 2004, San Diego County had 659 total days of closures and postings, while in 2005, there were 2,019 total days of closures and postings. (The annual number of closings and postings often exceeds 365 because multiple beaches can be closed on a single day.)

Under the federal Clean Water Act, when a portion of a water body (such as a stream, lake, or coastal water body) fails to meet water quality standards, the water body is designated as impaired. In these cases, the regional water board (the role of which is discussed in detail below) is required to develop a plan—known as a TMDL (total maximum daily load)—to meet the standards. Under the TMDL, the state assesses the pollution in the water body, the sources of the pollution, and creates a series of actions required to improve the water quality. In the San Diego region, there are 52 segments of water bodies that have been designated as impaired, some of which may require multiple TMDLs if multiple pollutants are causing the water quality problem. In response, the state has adopted seven TMDLs (two in Rainbow Creek, one in the Shelter Island Yacht Basin, and four in Chollas Creek) and is currently developing five additional TMDLs (Chollas Creek, the Seventh Street Channel, a general beaches and creeks TMDL for bacteria, and two in the San Diego Bay). Substantial development of TMDLs will be required in future years.

***Difficulties in Evaluating Water Quality.*** While it is clear that there are water quality problems in the San Diego region, it is difficult to compare the state of water quality in this region with that of other regions or to assess how water quality has changed over time in the San Diego region. This is due to a number of factors:

- Because the sources of water pollution and hydrology vary substantially among the state's regions, it is difficult to make interregional comparisons regarding how well a particular water pollution problem (such as urban runoff) is being addressed.
- There are limited water quality data available for most of the water bodies in the region. This lack of ambient monitoring data is common across all the state's regions, and makes it difficult to assess whether water quality is improving over time.
- Data on beach closures varies widely from year to year depending on the weather conditions. In heavy rainfall years, there will be more urban runoff and more pollution will be picked up by this runoff. Additionally, the bacterial standards and testing methods for beach closures and postings have changed over time, making it difficult to compare these data over multiple years.
- The Tijuana River in Mexico has high levels of pollution, particularly during heavy rainfall. Under certain conditions, flows from the Tijuana River into the Pacific Ocean can travel north along the coast, polluting coastal waters in the San Diego region. It is very difficult to separate out the effects of this source of pollution, which is beyond the regional water board's jurisdiction, from pollution sources in the region.

### **Governance Structure Regarding Water Quality**

As with air quality, the state and federal governments have taken the lead role in setting water quality standards. The state agency responsible for administering and enforcing these standards is the State Water Resources Control Board (SWRCB). The state board, in turn, has established nine regional boards, each encompassing a hydrologic region comprised of specific watersheds.

***Role of the Regional Water Quality Control Board.*** The San Diego Regional Water Quality Control Board ("regional board") is responsible for regulating water quality over most of the San Diego region. The board's jurisdiction extends north from the Mexican border into southern Orange and Riverside Counties, and east from the Pacific Ocean to the Laguna Mountains. The regional board is a state agency, with a board appointed by the Governor and approved by the Senate. The regional board enforces state and federal water quality laws, primarily by issuing and enforcing permits for discharge of wastes into water, including the municipal storm water permit, the statewide general construction-related storm water permit, and industrial discharge permits. If the regional board finds a permittee has violated the requirements of its permit, the regional board can levy fines for noncompliance.

In addition to its permit-related regulatory responsibilities, the regional board is also a "responsible agency" under the California Environmental Quality Act (CEQA). In this capacity, the regional board provides comments on the water quality impacts of proposed development projects, through its review of environmental documents, such as Environmental Impact Reports.

***Cities and County Have Role as Copermittees.*** The cities and the county under the regional board's geographic jurisdiction have the primary responsibility for implementing storm water pollution prevention activities as copermittees under the municipal storm water permit. Under the permit, each local jurisdiction is responsible for reducing the discharge of pollutants to the maximum extent practicable. The regional board has the responsibility for enforcing the permit's requirements.

***SANDAG's Role.*** SANDAG has no direct role in the protection of water quality. As discussed above, the regulatory authority is vested in the regional board, while the cities and the county are required to implement pollution prevention measures. SANDAG developed recommendations for improving water quality in its Regional Comprehensive Plan. However, most of the recommendations would most likely have to be carried out by the copermittees of the municipal storm water permit.

## **MAJOR FINDINGS**

### **Reasonable Allocation of Governance Roles**

As water flows do not coincide with political boundaries, it was appropriate for (1) the state and federal governments to establish comprehensive standards and (2) the state to establish a regional structure to regulate water quality. The San Diego Regional Water Quality Board covers the water basin within which virtually all San Diego County residents live. Unlike air quality, where regional regulatory authority has been delegated to a local entity, the regional water quality board is a state entity. As a state agency, the regional board's budget is subject to the state budget process. Almost 60 percent of the regional board's budget comes from fees and federal sources. The regional board does not have the power to raise fees on its own; rather, the SWRCB sets the fee schedule for the state.

### **Constraints on Achieving Water Quality Improvement**

Although the allocation of regulatory responsibilities among governmental entities is reasonable, some factors work against improvements in water quality.

***Land Use Decision Making Affects Water Quality.*** While the regional board has the primary regulatory authority for protecting water quality in the region, local land use decisions have a very important impact on water quality. Because the major source of water pollution in the region is from urban runoff, local land use decisions have a critical impact on the region's water quality. For example, development in general reduces the amount of uncovered land through which rainwater can percolate into the ground, thereby increasing the runoff of rainwater. Additionally, the construction of new development also can be a significant source of polluted runoff, primarily from erosion of soils during rain events. However, the particular design features of new development can either accelerate or slow the runoff affected by the development.

While the regional board does not control local land use decision making, it potentially has some influence over such decisions. First, the current municipal storm water permit requires that the county and the city copermittees include

water quality protection principles in their general plans. However, it is not known the extent to which this requirement has influenced land use decisions, let alone affected water quality. Second, the regional board has the statutory responsibility under CEQA to comment on the water quality impacts of proposed new developments or general plan updates. However, it has limited resources for this role. According to the regional board, it reviews only about 5 percent of the CEQA documents it receives.

**Data Limitations.** The general lack of water quality monitoring data (noted above) is problematic for a number of reasons. This lack of data makes it difficult to evaluate the region's water quality and to determine whether water quality is improving or declining. This also makes it difficult for the regional board to target enforcement to the sources that have the largest impact on the region's overall water quality. Additionally, the current lack of available monitoring data limits the regional board's ability to evaluate the success of the cities and county under the municipal storm water permit in reducing pollution from urban runoff. Given this, the regional board's enforcement of the municipal storm water permit generally has been limited to auditing the copermittees' activities to ensure that they are carrying out the actions required of them under the permit. However, in light of the requirement that the copermittees collect water quality data, the regional board staff anticipate that, over time, it will accumulate sufficient data to evaluate the effectiveness of the specific activities under the permit.

**Financial Limitations.** As mentioned above, the regional board has limited financial resources to carry out its statutory mission. Similarly, while regional board, San Diego County, and SANDAG staff all indicated that it would be useful to conduct more public education campaigns relating to water quality issues, none of these agencies has the resources to do so.

### **SANDAG Has Virtually No Role in Water Quality**

As noted above, SANDAG has no direct role in regulating water quality. Any involvement in the area by SANDAG would tend to be of an indirect nature. For example, staff of the regional board indicated that it would be beneficial if they could provide feedback to SANDAG regarding the water quality impacts of SANDAG projects and activities, such as transportation planning and beach sand replenishment projects. By providing input early in the process, before alternatives have been finalized and environmental documents produced, the cost of reducing the water quality impacts of these proposed projects may be reduced. Currently, the regional board lacks the resources to provide such feedback. However, SANDAG and the regional board are in discussions to create a consultant position at the regional board, funded with TransNet funds, that would advise SANDAG on the water quality aspects of future TransNet projects.

## **NATURAL HABITAT CONSERVATION**

The San Diego region has more rare, threatened, and endangered species than any similarly sized land region in the United States. On a national and global scale, the region has been identified as a major "hot spot" for biodiversity (a large number of different plant and animal species) and for species endanger-

ment. Furthermore, in terms of protecting “open space,” the region has focused its attention and fiscal resources on lands with natural resource values. The goal is to assure that adequate quantities of diverse habitat types are maintained, and that the plant and animal species found in these habitats are less likely to become endangered. The San Diego region is also one of the most rapidly growing areas of the country. This combination of high biodiversity; large numbers of rare, threatened, and endangered species; and rapid urbanization has led to intense conflicts between economic growth and biological conservation.

Habitat conservation has been addressed by both federal and state laws, including the state and federal Endangered Species Acts and CEQA. Development, however, is still governed mainly by local planning and land use decisions, usually on a project-by-project basis. This has been problematic both for developers, who can face great uncertainty over the environmental approval process, and for conservationists, concerned about the cumulative impact of development on the ecosystem.

In order to provide a more predictable and streamlined regulatory process for developers and provide species with an effective ecosystem-based conservation strategy, the state established the Natural Communities Conservation Planning (NCCP) program. Under this program, the Department of Fish and Game (DFG) enters into voluntary agreements with local public agencies for the purpose of preparing a plan to provide for the comprehensive management and conservation of multiple wildlife species. Once the plans are approved, DFG enters into permitting agreements with the local jurisdictions covered under the plans to allow for specified development to take place without the need for multiple single-species-focused permits. These permitting agreements provide that DFG will allow the “taking” of any species (that is, harm caused to the species due to development and other projects) whose conservation and management is provided for in an approved NCCP plan.

The department has designated the San Diego region as a “bioregion.” Local agencies in the region have established, or are in the process of establishing, four subregional multiple species/habitat conservation plans under this program (see Figure 5). These four plans collectively cover all of the county (with the exception of Camp Pendleton). These voluntary plans include the south county Multiple Species Conservation Plan (MSCP), approved in 1997; the Multiple Habitat Conservation Plan (MHCP), approved in 2003; and the north and east county MSCP subarea plans (which are still in the planning stages).

Once the conservation plans have been developed, each affected local agency is responsible for implementing the habitat conservation plans in its jurisdiction. Local agencies also are required to identify a funding source to cover the costs associated with land acquisition, and maintenance and monitoring of the acquired lands necessary to implement the conservation plans. Lastly, each jurisdiction is required to report to wildlife agencies (DFG and the U.S. Fish and Wildlife Service) on its progress in implementing the conservation plan.

### **SANDAG Has Played a Facilitator Role**

While the state and federal wildlife agencies are responsible for regulating the taking of species, responsibilities regarding land development and implementation of the conservation plans rests with cities and, in the unincorporated areas, the county. SANDAG has no direct authority over general habitat conservation.

Drawing on its experience facilitating regional decision making, SANDAG chose to play a role in the NCCP process. SANDAG directed its staff to assist in the development of the MHCP. There is also \$200 million earmarked in TransNet funds for a Regional Habitat Conservation Fund. These monies, which will be allocated by SANDAG, will be used over the next 40 years to implement habitat conservation plans, including the acquisition of habitat lands, habitat and species tracking, and biological monitoring. SANDAG also made a commitment (outlined in provision ten of the “TransNet Extension Environmental Mitigation Program Principles”) to support additional regional funding measures (a ballot measure and/or other secure funding commitments) to meet the long-term requirements for implementing habitat conservation plans in the region no later than four years after the passage of the TransNet Extension.

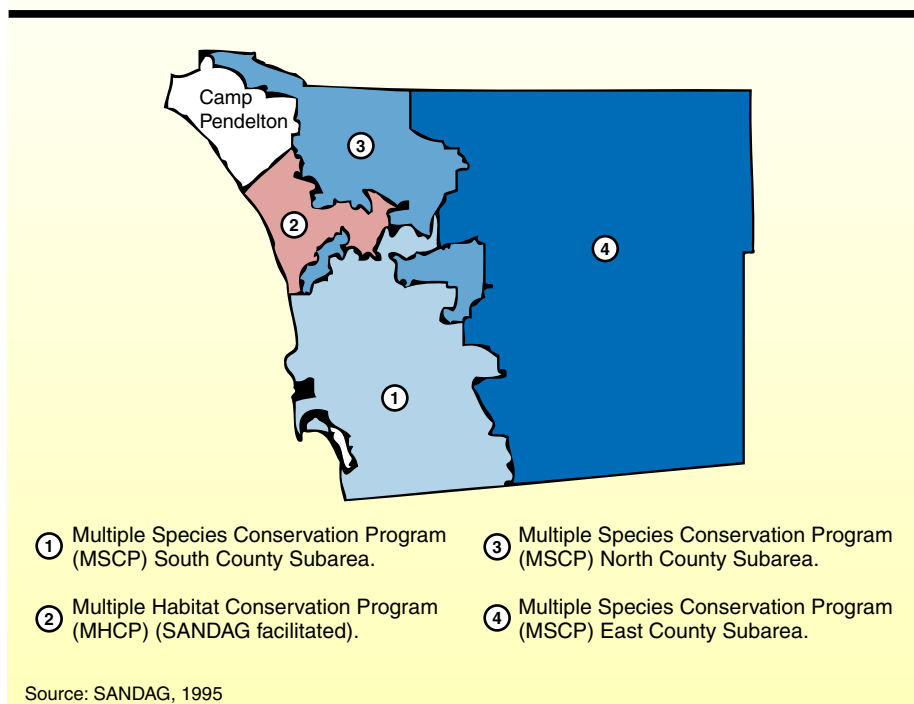
### **MAJOR FINDINGS**

#### **New Conservation Program Still in Infancy**

The NCCP program is a relatively recent effort to address the issues of each bioregion on a more comprehensive basis. The issues of habitat conservation

**Figure 5**

#### **San Diego Region Conservation Plans**



clearly transcend the boundaries of local governments, necessitating action by a higher level of government.

Local governments are responsible for the monitoring and coordination (among local governments) of each individual subregional plan, while DFG is responsible for the overall coordination and oversight of monitoring of all plans throughout the state. However, DFG currently lacks the resources to fully carry out these responsibilities. In the San Diego region, there have been problems coordinating the development of the subregional plans. For example, the County of San Diego originally was part of the MHCP negotiations (area shaded in red in Figure 5), but withdrew citing policy and other concerns with elements of the MHCP. The county is now developing a *separate* MSCP (area shaded in light blue in Figure 5) for the county's unincorporated land. The land to be included in the county's MSCP (1) was previously part of the MHCP and (2) is adjacent to or within the geographical jurisdiction of the MHCP. Having two conservation plans covering a single land area runs the risk of inconsistencies in approaches to preserving essentially the same ecosystem. This is especially the case since the county has not involved SANDAG in the discussions related to the county's MSCP.

Similarly, DFG does not have resources in place for assuring that management and monitoring of the plans are consistent across jurisdictional boundaries in order to focus conservation on large ecosystem-based areas, rather than jurisdictional boundaries. Rather, each local agency independently implements the conservation plan and manages the outcomes within its jurisdictional boundaries.

### **SANDAG Has Opportunity to Assist in Habitat Plan Implementation**

As discussed earlier, SANDAG played an important part in the development of the MHCP. The organization has also provided technical assistance in this area by recently serving as the lead agency in a habitat tracking and reporting system. It is SANDAG's role in allocating the \$200 million in TransNet funds, however, that may prove to be significant. With these resources, SANDAG may be able to address some of the concerns noted above regarding coordination, monitoring, and funding of the habitat plans. As such, SANDAG is well situated to play an important regional role in conservation by assisting in the implementation of the habitat conservation plans.



## Chapter 5

# Governing the San Diego Region: Assessment and Alternative Approaches

Previous chapters in this report describe the large network of governments in the San Diego region and their effectiveness in addressing regional concerns. This last chapter summarizes the strengths and weakness of the current governance system and discusses the sensitive policy issues associated with changing a governance structure. We conclude by exploring two alternative approaches to the region's governance structure.

## MIXED REPORT CARD FOR REGIONAL GOVERNANCE SYSTEM

Throughout this report, we note areas in which the region's governance system appears to be addressing the region's problems and areas in which the governance system seems less well equipped to address these challenges. Figure 1 (see next page) summarizes our major observations, which we discuss below.

### **Complex System Works to Achieve Some Regional Benefits**

**Local Agency Accountability.** Local agencies, particularly the cities and the County of San Diego, appear to have high levels of public accountability. City and county officials are directly elected to their positions and local newspapers report agency activities in some detail. The region has a wide array of environmental, business, and taxpayer public interest groups that monitor public actions. Local agency accountability does not mean that local institutions always make the best decisions, but that the public, media, and other organizations can draw attention to local policies and reorient a local agency as needed. The ability of these entities to focus attention on local policies and effect change is apparent, for example, in the recent actions taken by the City of San Diego regarding its mounting employee pension plan debt and the factors that contributed to development of this problem.

**Fiscal and Regulatory Authority.** Cities, the county, and special districts have significant control over local tax, fee, and assessment revenues that they use to implement local programs. They also have authority to impose new taxes, fees, and/or assessments to implement programs desired by their residents. Cities



**Figure 1****Assessment of Governance System in the San Diego Region**

Positive Elements	Limiting Factors
<b>Accountability</b>	
There is significant accountability between city/county officials and the public regarding municipal operations and local land use decision making.	The public has limited ability to hold regional agency representatives accountable.
<b>Fiscal and Regulatory Authority</b>	
Local agencies have a range of fiscal and regulatory tools to carry out their responsibilities.	<p>Regional agencies have limited fiscal powers. Local governments face fiscal incentives to approve a narrow range of land uses (principally, retail and low-density, high-value single family residential).</p> <p>Regional agencies have no regulatory authority over land use decisions, despite the fact that the effects of land use decisions can spill over local boundaries and impede the region's efforts to improve mobility, housing affordability, and the environment.</p>
<b>Regional Agency Scope and Scale</b>	
<p>The geographic scope of responsibility for regional agencies is broad enough so that agencies can consider the impact of their policies on the full affected region.</p> <p>Responsibility and fiscal authority over the supply of transit, road, and highway services are assigned to a single regional agency (SANDAG), an agency that also has broad responsibility for comprehensive regional planning.</p> <p>SANDAG's governing board structure and staff resources provide a forum for regional discussions and problem solving.</p>	<p>Some important interrelated regional problems are addressed in isolation by separate regional agencies.</p> <p>SANDAG's transportation authority is limited to planning and funding. SANDAG has no authority over land use and other policies, such as parking that significantly influence transportation demand.</p> <p>SANDAG also has no authority to build road, transit, or other transportation projects in an area without the affected local agency's approval.</p>

and the county have broad police powers to regulate activities, including land use, to promote public welfare and safety.

**Regional Agency Scope and Scale.** The responsibilities assigned to regional agencies in San Diego (environmental protection, transportation funding, and regional planning) are responsibilities suited to being handled by this higher level of government. The regional agencies are assigned geographic areas of responsibility (such as an air basin or watershed) that cause them to consider

the impact of their policies across city and county boundaries. The region's primary planning agency, San Diego Association of Governments (SANDAG), has responsibilities that are somewhat broader in scope than other California regions. This assignment to SANDAG of responsibility for multiple interrelated policy areas (1) allows SANDAG to consider multiple objectives in its planning and decision making and (2) may increase SANDAG's ability to enact policy initiatives, because the governing board can "bundle together" disparate policy proposals to attain the requisite level of board support. Our review found numerous instances of SANDAG using its authority to take actions that crossed policy areas, including:

- Collaborating with local and other regional agencies to assist in the adoption of local habitat preservation plans and then identifying TransNet (transportation) resources for implementation of the plans.
- Developing reversible HOT (High Occupancy/Toll) lanes on freeways with the toll varying based on the congestion level and using the resulting revenues to support transit service.
- Planning highways to support the development of BRT, or bus rapid transit, systems (similar to rail transit in that BRT often operates on dedicated, grade-separated right-of-way and has elevated boarding platforms).

### **Yet Structure Has Limitations**

**Accountability.** Residents of the San Diego region do not elect their regional representatives directly. Residents interact with regional representatives infrequently at regional public hearings and do not appear to have significant knowledge of regional agency activities. In the case of SANDAG, the County of San Diego's representative rotates annually and city representatives serve at the pleasure of their appointing agency.

**Fiscal and Regulatory Authority.** While regional entities in San Diego have responsibility to address issues of regional concern, these agencies typically have limited regulatory or fiscal authority to make progress regarding these matters. Most notably, the system is not well designed for ensuring that the region's remaining developable land is used in a manner consistent with the region's long-term interests. Regional agencies, such as SANDAG, make land use policy recommendations to promote the region's interests, but local agencies are not bound by SANDAG's suggestions. Cities and the County—agencies with land use approving authority—face significant economic incentives to orient their land use policies to promote a narrow range of land uses (principally, retail and low-density, high-value single family residences).

**Regional Agency Scope and Scale.** Regional agencies in the area consult with one another, but carry out their activities separately. While SANDAG's duties are broader in scope than the other regional agencies, SANDAG's authority is still limited. For example, SANDAG may not build transportation projects in communities without the community's approval and has no authority over land use policies or other requirements (such as parking) that influence transportation decisions.

## POLICY TRADE-OFFS INHERENT IN GOVERNANCE CHANGE

To anyone following the debate over the San Diego region's governance, the shortcomings discussed in the previous section are not new. As shown in Figure 2, reports spanning about 30 years have identified these limitations in the San Diego region's governance structure and called for modifying the region's governance.

**Figure 2**

### **San Diego Region: A Selection of Findings From Studies**

#### **1978 Report on Regional Planning Issues, San Diego County Board of Supervisors Task Force**

"While the regional planning efforts of CPO [SANDAG's predecessor agency] have produced some worthwhile products, they have to a large degree been ineffective because CPO has no real authority . . . to implement the plans. In response to this inherent ineffectiveness and because of the acuteness of certain regional problems, a number of special purpose regional agencies have been created . . . These agencies have been vested with not only planning responsibilities but also with some regulatory authority through which they can work to implement their plans. The special purpose regional agencies have also had only limited success, however. While their power and jurisdiction is limited to one specific issue, and they can and have produced plans which technically resolve that issue, they are frustrated in doing so because the resolution is dependent upon the plans and actions of other agencies. Moreover, considering the complexity and costs inherent in resolving all the issues, tradeoffs must be made. A special purpose agency with a single goal is unable to evaluate and weigh the tradeoffs necessary."

#### **1995-96 San Diego Regional Citizens' Commission on Local Government Efficiency and Restructuring Report, "SANCōGER"**

"Many of the issues that we demand our government resolve and many of the services we depend on government to provide are regional in nature. Transportation planning and infrastructure, sewage and solid waste management are just three. Despite this, we have no government entity charged with, responsible for, or capable of implementing, regional solutions to these and comparable problems. . ."

#### **1999 State-Local Fiscal Reform: Fiscal Abilities and Responsibilities, SANDAG**

"Due to current tax distribution policies between state and local governments, local government officials have lost much of their control over tax revenues. One way that local governments sometimes try to regain their fiscal powers is through land use policy. In many instances, local elected officials approve retail development projects because they produce revenue through sales taxes. This results in what is known as the 'fiscalization' of land use: the favoring of retail development over housing and other non-retail projects.... The people of California are poorly served when the pursuit of tax dollars underpins local decisions about land use and community development."

#### **2001 Joint Agency Negotiation Team on Consolidation (JANTOC)**

"JANTOC identified three key issues that would have to be resolved as part of improving our regional governance structure:

- Local and regional land use control.
- Local elected officials' relationships with a Governing Board.
- Transitional strategy to implement new regional governance structure.

JANTOC gave the issue of land use its highest priority and spent considerable time discussing approaches to resolve regional significant land use issues in the context of local land use authority."

#### **2002 Regional Transportation Planning: Does it Exist? County of San Diego Grand Jury**

"SANDAG's ability to conduct effective regional transportation planning is impeded by its lack of authority to override local governments which oppose a project, when SANDAG determines such a project to be in the best interests of the regional transportation system."

Although Legislatures, Governors, and local officials have enacted over time some modest measures to modify the region's governance system, the major shortcomings summarized in Figure 1 persist. The intractable nature of these concerns is a testimony to the difficult and sensitive trade-offs entailed in addressing them. Figure 3 outlines the major trade-offs that surface when proposals for changing the San Diego region governance structure are considered.

**Figure 3**

### **Major Policy Debates That Surface When Governance Structure Change Is Considered**

#### **Local Control Versus Regional Authority**

California traditionally has vested broad authority over many matters with local governments—and given limited authority over a narrow range of subjects to regional agencies. Although there are different ways to modify a region's governance structure to make it more effective, changes inevitably raise concerns regarding the potential diminution of local control.

#### **Elected Versus Appointed Representatives**

Choosing public representatives through elections prompts public policy debates and fosters accountability between the elected and the electorate. Having to select a high number of elected officials, however, can make it difficult for citizenry to be informed about all the candidates, potentially reducing the quality of voter engagement. Allowing some governmental agency representatives to be appointed (rather than elected) addresses the need for governmental representation while lessening demands on voters. Proposals to modify a region's governance structure inevitably raise questions as to how—and by whom—governmental representatives should be selected.

#### **Single- Versus General-Purpose Governments**

In response to different interests regarding accountability, policy control, and collaborative decision making, some California governmental agencies have been structured to be responsible for a single government service and others have been given responsibility for many services. Proposals to modify a region's governance structure can shift the assignment of responsibilities between single- and general-purpose governments. Such changes can raise concerns about the factors that originally prompted the assignment of responsibility to a single- or general-purpose government.

#### **Change in Government Structure Versus Stability**

While changing how responsibility and authority is distributed across a region's governments has the potential to improve its ability to address concerns, maintaining stability in the governance structure also has advantages. Specifically, minimizing change makes it easier for residents to know which officials to hold accountable for results and avoids institutional "downtime" associated with changes in mission or employees.

#### **Major Change Versus Incremental Change**

Proposals for major change inevitably evoke conflict between those (1) who want significant reform and are confident about its ingredients and (2) who prefer a more incremental approach and wish to test alternatives to see their results over time.

Most notably, proposals to change the region's governance system prompt debate as to which decisions should occur at the level of government closest to the people (local government) and which should occur at a level of government that is large enough to consider the full affected area (some form of regional government). Typically, proposals to change governance structure involve a shift of power upward to a higher level of government. Past experience in California and throughout the country, however, indicates that actions to decentralize government—by creating new cities or special districts—are common. Proposals to consolidate power or reallocate power upward, in contrast, are unusual. For example, over the last century throughout the United States, only 33 cities have consolidated with their county and only a handful of regions have created multipurpose regional entities.

Proposals to change a region's governance structure also focus attention on how regional decision makers should be selected—through elections or appointments—and whether regional governmental agencies should have a broad responsibility (so that they may act on proposals that promote multiple policy objectives) or narrow responsibility (to highlight accountability). Governance change proposals inevitably highlight discussions regarding the advantages of a stable governance structure, versus the disruption associated with changing governance structures to consolidate certain authority currently held by multiple entities. Finally, proposals for significant reform inevitably prompt questions as to whether more modest change might accomplish some of the same results with less disruption.

## **OPTIONS FOR MAKING THE REGION'S GOVERNMENT WORK BETTER**

As discussed in the "Introduction," Chapter 743 and Chapter 508 direct this report to examine alternatives for improving the accountability and effectiveness of the region's governance system. This section discusses two approaches for such restructuring: one that focuses on incremental steps and one oriented towards more significant change. For a balance of perspective, and in recognition of the difficulties associated with governance change, this section begins with a third option: no change.

### **No Change**

For reasons discussed below, the Legislature, Governor, and residents of the region might prefer to enact no change at this time, adopting a "wait and see" approach to the region's situation. The hope would be that previously enacted changes, combined with local actions and/or market forces, might address the San Diego region's challenges adequately without further state action.

***Region's Governance Structure Already Better Than Average.*** Viewed from a statewide perspective, the San Diego region's governance structure has attributes that are superior to other regions in the state. Most notably, one agency—SANDAG—is assigned the interrelated responsibilities for (1) regional road and transit planning, funding, and project development, and (2) regional comprehensive planning. The SANDAG board works together reasonably well, debating

issues and developing policies. SANDAG's staff is well regarded for their professionalism and development of products that are valuable to the region, such as the agency's extensive land use database (discussed in "Chapter 2").

***Governance Structure Still Adjusting to Recent Changes.*** Chapter 743 and Chapter 508 modified the region's governance structure by consolidating two transit agency planning and project development functions within SANDAG and altering SANDAG's voting and committee systems. From an administrative and policy perspective, these changes have taken time to implement, and it will take longer before the full effects of these changes are known.

***Little Local Outcry for Significant Change.*** California traditionally has (1) deferred many decisions regarding the design of local and regional governance to local agencies and their residents and (2) vested substantial authority over land use with cities and, in unincorporated areas, counties. During our review of the San Diego region governance structure, we found little public or institutional support for reducing this extent of local control. In fact, we heard particular support for land use decisions continuing to be carried out by local agencies, responsive to community preferences.

### **Likely Outcome**

What would happen if the current governance system were left unchanged? The governance system would carry on as it is now, without the disruption associated with governmental institutions changing their mission or shifting employees. Over time, given the recent consolidation of transit agencies, we would expect to see modest improvement in the coordination of transit policies. In addition, as land prices increase, developers would likely respond to market forces and propose some projects at greater densities than in past years. Thus, over time, economic forces may result in a greater number of compact developments—such as higher-end apartments and condominiums that generate significant property taxes—being constructed than in the past.

Absent other intervening factors, however, we would assume that most of the region would develop as it has over the last decades. That is, developers would propose projects that reflect the interests of prospective property owners. Local agencies would regulate land uses based on their perception of the developments' likely costs and benefits to their existing residents, as opposed to the region at large. Regional accountability would stay about the same. Because the population would continue to grow and many new homes, businesses, and stores would be developed at relatively low densities, traffic likely would increase and housing affordability decline.

### **TAKE INCREMENTAL STEPS**

As an alternative, the Legislature, Governor, and residents of the region could improve the region's governance system incrementally, without substantially changing (1) the responsibilities of existing governmental agencies or (2) the region's overall governance structure. While there are various approaches to making such incremental change, we describe three options below that directly address concerns raised in the previous chapters relating to accountability, fiscal incentives, and construction of multifamily housing. The Legislature, Governor,



and/or residents of the region could make these (or similar) changes separately or in combination with other incremental changes.

The major advantage of taking an incremental approach is the possibility of making some modest improvements, without prompting the major policy debates highlighted in Figure 3. That is, incremental steps avoid some of the conflict associated with proposals that shift significant authority from local government to regional agencies, require new regional elections, or consolidate different functional responsibilities currently assigned to single purpose agencies.

### **Increasing the Accountability of the SANDAG Board**

Because city residents have no certainty regarding *which* city official will represent them on the SANDAG board or how long this representative will serve, it is difficult for city residents to hold their SANDAG representatives accountable. In addition, because the county's SANDAG representative rotates annually among the five members of the Board of Supervisors, residents have little ability to hold their County Supervisor accountable for his/her votes on SANDAG.

To highlight the importance of SANDAG representation and increase the accountability of these positions, the Legislature could modify the statutory provisions regarding appointments to SANDAG—for example, by transforming the board into a “Council of Mayors.” Under this model, each city would be represented on the SANDAG board by its mayor or, for the three cities that have rotating mayors, by another position elected citywide for this purpose. Over time, residents would develop an understanding that their mayor (or the designated position) is the person to hold accountable for regional issues. (A comparable approach to the designation of the SANDAG representative would need to be developed for the county's SANDAG position. This approach would be complicated, however, because of the Board of Supervisors are elected from different districts and the chairperson of the board is a position that rotates annually.)

Based on our discussions with locally elected officials, we understand such a change would limit mayors' ability to juggle competing workload demands. While we understand this concern, we think it would have to be balanced against the benefits of increased SANDAG accountability.

### **Reduce Undue Fiscal Incentives Regarding Land Use**

As described earlier in this report, California's local government tax structure gives local governments significant fiscal incentives to orient land use decisions to promote retail developments and low-density, single-family residences. Thus, while SANDAG may encourage local agencies to approve a broad array of land uses, including multifamily developments, the state's tax structure sends local governments different signals.

The economic incentives local governments face are the result of state laws governing the allocation of the sales tax and property tax. Specifically:

- One percent of the sales tax (the “Bradley-Burns” sales tax) is allocated based on the jurisdiction in which the sale occurs, rather than where

people live. Thus, local governments face incentives to approve retail developments within their borders.

- The property tax is allocated to cities, counties, schools, and other local agencies in accordance with a series of complex formulas drawn from local taxation decisions of 30-years ago. As a result, some areas (particularly those that had little development 30-years ago) get a very low share of the property tax generated in their jurisdiction. These communities raise the most net tax revenues from high value developments that impose low costs for the agency to serve.

While modifying this tax allocation system has the potential to improve the fiscal incentives local agencies face regarding land use decisions, the provisions to the California Constitution added by the state's voters in Proposition 1A (November 2004) effectively:

- Eliminate the Legislature's ability to change state laws regarding the allocation of the local Bradley-Burns sales tax.
- Require the consent of the governing board of every affected local agency in order to reallocate the sales tax or modify how property and sales taxes are allocated in a region.

Below, we describe an example of a sales tax reallocation proposal that would modify the fiscal incentives local agencies currently face. This proposal could be implemented without constitutional change, provided it was approved by *all* affected local agencies.

**Existing Sales Tax.** First, every city in the region and the county would be guaranteed to receive at least its current level of sales tax revenues in future years, provided the community continues to have a comparable (or greater level) of sales tax transactions. This would reassure local governments that their base of sales taxes would be available for local uses in the future.

**Growth in Sales Tax.** Next, an increasing percentage of the *growth* in county-wide sales taxes would be reallocated to the cities and the county based on the population of these jurisdictions (for the county, the population in the unincorporated area). For example, 10 percent of the growth in sales taxes could be reallocated in the first year, growing to 50 percent in the eighth year. This would reduce somewhat the undue incentives for local agencies to approve retail land uses and increase their incentives to approve housing developments because local agency revenues would be less dependant on the extent of retail developments built within their jurisdictions

**Incentives May Be Needed.** Because the changes outlined above—or any other program of local government fiscal reform—inevitably evoke concerns among local agencies about possible “winners and losers,” some form of major state fiscal or regulatory incentives probably would be necessary to secure local governments’ adoption of such a proposal.



## **Regulatory, Planning, and Fiscal Approaches to Increasing MultiFamily Housing Production**

Because multifamily developments usually (1) house more people on less land than single-family developments and (2) lead to population density at which transit service is viable, SANDAG encourages local agencies to promote the development of multifamily housing in their communities. As discussed earlier in this report, however, local agencies do not always promote the construction of this housing stock, citing its fiscal implications on local taxes and expenses and the preferences of current community members. Below, we outline regulatory, planning, and fiscal approaches that could encourage local agencies to authorize more multifamily residences in their communities.

**Regulatory Action.** To increase developers' ability to build multifamily residences throughout San Diego, the state could enact laws that limit local agencies' authority to deny (or place significant constraints upon) proposed multifamily residential developments that meet criteria specified in state law. These projects could include (1) multifamily residential developments near transit stations or major employment centers and/or (2) multifamily developments proposed in a community that has more land planned for intensive commercial developments than for multifamily residences.

**Planning Approach.** State housing element law requires local agencies to plan for—and zone land to accommodate—sufficient housing to meet the local agency's share of the regional housing need for five years. Given the limited remaining developable land in the region, a longer planning period—perhaps ten years—might be appropriate so that local agencies plan in a manner that reflects the dwindling resource of developable land.

**Fiscal Approach.** The shift in sales tax based on population outlined in the previous section would provide an incentive for local agencies to approve housing developments that lead to an increase in their populations. As another approach, the Legislature and Governor could link the receipt of certain state discretionary funds to local agency performance in housing production. This would help shift the emphasis of state housing element law from *planning* to housing *production*. While SANDAG indicates it intends to use some regional funds to provide a similar housing production incentive, we note that SANDAG's funds are limited.

## **Likely Outcome**

This section outlines a range of steps intended to improve the performance of the region's governmental entities, without substantially changing the region's governance structure. The steps discussed in this section include options relating to government representation, fiscal policy, local regulation, and governmental planning.

Each of these options has the potential to improve governmental performance. For example, revising the manner in which SANDAG representatives are selected could increase accountability; changing how sales taxes are allocated and moderating local government regulatory authority over land use could align local development patterns more closely with regional interests; and revising regional planning requirements could increase information available to decision makers.

Overall, however, we think that the incremental steps that have the greatest potential to improve regional government effectiveness are those associated with land use, regulatory, and fiscal change. Other types of incremental changes are less likely to yield sustained improvements in the region's effectiveness because they do not modify the incentives local agencies have in making land use decisions or their authority to make these decisions.

### **BROAD GOVERNANCE RESTRUCTURING**

The third option for the Legislature, Governor, and residents of the San Diego area is to broadly reconsider what form of governance structure is appropriate for this one-county region. That is, what governmental entities are necessary to provide the programs and services needed in the region—and how should authority and responsibility be allocated among these governmental entities to ensure coordination?

Broad scale governance restructuring has been discussed and proposed in San Diego governance studies before. Invariably, these proposals wrestle with three sensitive topics:

- How could land use authority be shared so that local agencies continue to make most decisions, yet these decisions reflect important regional objectives?
- What regional entity, if any, is suited to assuming additional authority?
- What fiscal changes are necessary to align local agency land use planning and/or private development and transportation decisions with regional objectives? Can these changes be implemented without modifying the California Constitution?

We discuss these highly interrelated questions below. Because we believe that it is important to focus primarily on these issues of authority and responsibility, we do not provide a detailed plan for governance reform. In our view, developing a specific reform proposal should *follow* some conceptual agreement regarding the form and authority of the governance structure.

### **Sharing Land Use Authority**

Land developments influence the character and property values of a community, as well as a local government's revenues and expenses to serve the community. For these reasons, local governments and their residents typically place a high value on maintaining local authority over land use regulation.

As discussed throughout this report, some local land use decisions have effects that spill over and affect the region. In any broad governance reform, the challenge for the Legislature, Governor, and residents of the region would be to design a system whereby land use decisions of a primarily local interest would be made at the local level, but land use decisions of a certain regional importance would be subject to regional oversight.

How could land use authority be shared? A review of regional planning literature suggests that two elements are important.

- ***Provide for a Significant Local Land Use Role, Aligned With Regional Objectives.*** The interaction between a local and regional agency regarding land use could be concentrated predominantly at the planning stage. That is, as long as the local agency's guiding land use planning documents (typically, the general plan, specific plans, and the zoning map) are consistent with the region's plans, the local agency would be the decision maker on local land use development proposals. If the local agency's plans were not consistent with the regional's plans, the regional agency would be responsible for working with the local agency to achieve this consistency.
- ***Authorize Direct Regional Review Only for Projects of Regional Importance.*** A very limited number of major developments—for example, hospitals, major transportation hubs, colleges, and developments that exceed a certain size—have significant effects that spill over throughout the region. For this reason, regional planning literature suggests that a regional agency site specific review should focus on these “developments of regional importance.”

Several states and other regions have developed programs that share land use authority among local agencies. These programs (two of which we discuss below) can serve as a starting point for discussions on this issue in San Diego.

***Portland's “Metro,” a Regional Agency With Land Use Authority.*** Portland's Metropolitan Service District (Metro) is the only directly elected regional government in the United State and serves a population of about 1.4 million people living in three counties and 25 cities. Under state law and its home rule charter, Metro adopts a long-range regional plan and an urban growth boundary (which designates sufficient land for development for the next 20 years). The local agencies within Metro's boundary must amend their local land use plans and regulations to conform to these regional planning documents. In addition to its significant land use planning duties, Metro is responsible for: transportation planning; operation of a solid waste disposal system and regional facilities such as Metro's Oregon Zoo and the Oregon Convention Center; acquisition and management of a system of parks and open spaces; planning and response coordination for natural disasters; and development of maps and data.

***Florida's Program of Reviewing “Developments of Regional Impact.”*** In 1972, the State of Florida enacted a program (patterned after an American Law Institute's model code) requiring regional review of Developments of Regional Impact. Under this program, projects that meet or exceed certain state determined thresholds relating to building size, purpose, or intensity of use (such as large residential developments, airports, hospitals, power plants, and large shopping centers) are reviewed by a regional agency. These agencies are responsible for giving the local government a report with findings and recommendations concerning the regional impacts of the proposed development. Although the decision whether to approve or deny the project lies with the local government, the issues raised by the regional agency are critical because state law requires

that local government land use decisions be consistent with the regional planning agency's reports. In addition to this Florida program, the State of Vermont and three regional agencies (Atlanta Regional Commission, the Cape Cod Commission, and the Martha's Vineyard Commission) have mandatory programs for regional review of major developments.

### **Designing a Regional Entity Suitable for the Task**

Deciding whether to shift some land use authority to a higher level of government prompts the next question: Which regional agency? In the San Diego region, each existing regional agency has limitations that would become more apparent if the agency's authority were expanded to include such a sensitive matter as land use.

Specifically, while SANDAG has regional comprehensive and transportation planning responsibilities, SANDAG's governing board is appointed and has limited public accountability. The County's Board of Supervisors, in contrast, is elected, but the Board of Supervisors has only five members—a number that probably would be perceived as insufficient to be responsive on a matter as sensitive as land use. Also, the county does not have regional comprehensive planning responsibilities. Finally, the other San Diego regional agencies—the water quality board, airport, etc—all have narrow scopes of responsibility and limited public accountability.

To (1) realize the range of regional benefits associated with shifting some land use authority to a higher level of government and (2) provide the level of accountability appropriate for an agency making sensitive land use decisions, some changes in the regional governance structure probably would be needed. Previous studies have proposed different regional structures that could work toward this end. In general, these studies follow one of the following models:

- ***A Regional Agency (Such as SANDAG) With an Elected Board.*** Under this approach, the region's voters would elect the governing board of an agency with multiple regional responsibilities, including the review of (1) local land use plans and (2) developments of regional importance. Ideally, the regional agency's responsibility would span a wide range of areas linked to land use, possibly including transportation, water supply, housing, air and water quality, and habitat and open space protection. This range of responsibility would promote consideration of policies and actions oriented to making progress towards multiple objectives simultaneously. The regional agency's governing board could be elected region wide or by districts. A policy advisory committee of locally elected representatives could advise the governing board.
- ***Reconstituted County.*** Instead of creating another elected county-wide agency, the existing county government would be restructured to (1) enhance its regional planning and oversight role and (2) shift its unincorporated area responsibilities to a separate entity, such as a multipurpose special district with land use authority. Under this model, the "new" county would be responsible for carrying

out its existing region-wide responsibilities (health, social services, public protection, and air quality planning and regulation) as well as responsibilities currently assigned to SANDAG (including regional planning and transportation funding). To promote accountability, the number of elected supervisors could be increased.

### **Fiscal Changes**

As discussed throughout this report, California's tax structure gives local governments incentives to orient their land use policies in a manner that is not fully consistent with the region's objectives. If some land use authority were shifted from local governments to a regional agency without these fiscal incentives being changed, significant conflicts likely would result between the economic interests of local agencies and the policy objectives of the regional agency.

Proposition 1A (approved by the state's voters in 2004) and other sections of the Constitution give the state very limited authority to reform local finance. Locally generated finance proposals are permitted, but they require the approval of every affected local agency—a standard that may be impossible to achieve regarding any significant change proposal.

Accordingly, we think that it is likely that some form of state constitutional amendment would be necessary to authorize a program of local finance reform in San Diego. We note that such an action would be consistent with statements made by many city and county officials at the time Proposition 1A was proposed. Specifically, these local officials indicated that the purpose of Proposition 1A was to put local government revenues on steady ground so that local officials could focus needed attention on badly needed state-local finance reform.

**Other Fiscal Policy Changes.** Just as tax allocation policies influence local government decisions, policies regarding the pricing of road usage, parking, and infrastructure finance send economic signals to individuals and businesses. Under current law, the region has very limited authority to set fiscal policies to orient resident and business actions towards regional objectives. For example, SANDAG may charge tolls on only a very small portion of the region's network. Giving the regional agency some increased authority to use these fiscal tools has the potential to better align private decisions with the regional objectives.

### **Likely Outcome**

California and other states have very limited experience reorganizing governmental authority to grant larger roles for regional governments, or modifying tax policy to alter local land use incentives. Our review of such attempts indicates that it is not possible to draw firm conclusions as to their effect on governmental performance and accountability.

Based on our review of the San Diego region's government structure and academic literature, we think that restructuring of the nature outlined in this section would orient some new land developments so that they were more consistent with regional objectives. To the extent this occurred, this would improve the region's performance in a variety of policy areas linked to land use, such as housing affordability, mobility, and environmental protection.

In terms of the structure of government, we see certain advantages and concerns regarding the restructuring outlined above. Specifically, public accountability likely would increase because regional representatives would be directly elected to their positions, as opposed to being appointed by local agencies. On the other hand, because certain land use authority would be shifted from local governments, some local residents might perceive a decrease in the responsiveness of local governments to local interests.

Finally, over the short term, government restructuring would lead to some institutional disruption as (1) employees and organizational missions become reassigned and (2) local and regional officials sort out their new roles regarding the land use process.

## CONCLUSION

The San Diego region faces significant concerns regarding mobility, housing affordability, and environmental protection—challenges similar in nature and scope to other California urban regions. As we have discussed throughout this report, the region’s governance system works reasonably well at identifying these concerns, studying them, and providing a forum for decision makers to discuss alternative solutions.

Over the years, the San Diego region’s governance structure has been criticized for its limitations regarding regional agency accountability and its ability to implement solutions to regional problems. The conclusions of this report generally concur with the earlier findings regarding the San Diego region governance system. That is, we find that the area’s regional agencies have limited public accountability and that their narrow scope of authority and responsibility reduces their effectiveness.

As required by Chapter 743 and Chapter 508, this report discussed options for addressing these shortcomings. Identifying weakness in a governance system and possible corrections, however, is a simpler task than enacting measures to address them. Enacting changes requires addressing sensitive policy trade-offs, including issues relating to local versus regional control, elected versus appointed representatives, and governance structure change versus stability.

What should the Legislature, Governor, and residents of San Diego do? There really is no single answer. Any decision—whether to maintain the existing governance structure, implement incremental changes, or engage in major restructuring—entails sensitive policy trade-offs and taking actions where the outcomes can not be fully predicted.





April 29, 2020

Mr. Andre Douzjian  
San Diego Association of  
Government (SANDAG)  
401 B Street, Suite 800  
San Diego, CA 92101

Mr. John Kirk  
San Diego Association of  
Government (SANDAG)  
401 B Street, Suite 800  
San Diego, CA 92101

Ms. Erika Li  
Department of Finance  
915 L Street, 10th Floor  
Sacramento, CA 95814

*And Parties, Interested Parties, and Interested Persons (See Mailing List)*

**Re: Notice of Complete Test Claim, Schedule for Comments, and Notice of  
Tentative Hearing Date**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

Dear Mr. Douzjian, Mr. Kirk, and Ms. Li:

On March 19, 2020, the San Diego Association of Government (claimant) filed the above-captioned Test Claim. Upon review, Commission on State Mandates (Commission) staff found the Test Claim to be incomplete and notified the claimant on April 8, 2020. On April 21, 2020, the claimant filed documents to cure the Test Claim. Upon review, Commission staff finds that this Test Claim is complete and retains the original filing date of March 19, 2020, in accordance with section 1183.1(e) of the Commission's regulations (California Code of Regulations, Title 2).

The Commission is now requesting parties, interested parties, and interested persons to comment on the Test Claim as specified below.

### **Review of Test Claim**

Parties, interested parties, and interested persons receiving this letter are requested to analyze the merits of the Test Claim and to file written comments on or before **May 29, 2020** in accordance with sections 1183.2 and 1181.3 of the Commission's regulations. Oral or written representations of fact offered by any person shall be under oath or affirmation and signed under penalty of perjury by persons who are authorized and competent to do so and must be based on the declarant's personal knowledge, information or belief. (Cal. Code. Regs., tit. 2 §§ 1183.2 and 1187.5.) If representations of fact are made, they must be supported with documentary evidence filed with the comments on the test claim. (Cal. Code. Regs., tit. 2 §§ 1183.2 and 1187.5.) The Commission's ultimate findings of fact must be supported by substantial evidence in the record.<sup>1</sup> Requests for extensions of time to file comments may be filed in accordance with section 1187.9 of the Commission's regulations.

---

<sup>1</sup> Government Code section 17559(b), which provides that a claimant or the state may commence a proceeding in accordance with the provisions of section 1094.5 of the Code of Civil Procedure to set aside a decision of the Commission on the ground that the Commission's decision is not supported by substantial evidence in the record.



### **Claimant's Rebuttal**

Written rebuttals to written comments concerning this Test Claim may be filed and served in accordance with section 1181.3 of the Commission's regulations within 30 days of service of the written comments. (Cal. Code. Regs., tit. 2 § 1183.3.) Oral or written representations of fact offered by any person shall be under oath or affirmation and signed under penalty of perjury by persons who are authorized and competent to do so and must be based on the declarant's personal knowledge, information or belief. (Cal. Code. Regs., tit. 2 §§ 1183.3 and 1187.5.) If new representations of fact are made, they must be supported with documentary evidence filed with the rebuttal. (Cal. Code. Regs., tit. 2 §§ 1183.3 and 1187.5.) The Commission's ultimate findings of fact must be supported by substantial evidence in the record.<sup>2</sup>

### **Process for Filing Comments**

The Commission has prepared a mailing list of parties, interested parties, and interested persons for this Test Claim. The mailing list will be uploaded to the Commission's website and an e-mail notification of its availability will be sent to everyone on the list who has provided an e-mail address. A hard copy will be provided to persons who have not provided an e-mail address and to any person who requests a hard copy. (Cal. Code. Regs., tit. 2 § 1181.4.)

You are advised that if written materials are filed in hard copy, the filing must simultaneously be served on everyone on the mailing list, and be accompanied by a proof of service. However, this requirement may also be satisfied by electronically filing your documents on the Commission's website. For instructions on electronic filing, please see the Commission's website at [http://www.csm.ca.gov/dropbox\\_procedures.php](http://www.csm.ca.gov/dropbox_procedures.php). The comments will be posted on the Commission's website and the mailing list will be notified by electronic mail of the posting and the comment period. This procedure will satisfy all the service requirements under California Code of Regulations, title 2, section 1181.3.

### **Tentative Hearing Date**

This Test Claim is tentatively set for hearing on **September 25, 2020**.

Sincerely,



Heather Halsey  
Executive Director

---

<sup>2</sup> Government Code section 17559(b), which provides that a claimant or the state may commence a proceeding in accordance with the provisions of section 1094.5 of the Code of Civil Procedure to set aside a decision of the Commission on the ground that the Commission's decision is not supported by substantial evidence in the record.

### **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On April 29, 2020, I served the:

- **Notice of Complete Test Claim, Schedule for Comments, and Notice of Tentative Hearing Date issued April 29, 2020**
- **Test Claim filed by the San Diego Association of Government (SANDAG) on March 19, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

by making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on April 29, 2020 at Sacramento, California.

  
\_\_\_\_\_  
Jill L. Magee  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 4/29/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz**, *Artiano Shinoff*

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad**, *County of San Bernardino*

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer**, *City of Newport Beach*

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Carla Shelton**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Camille Shelton**, Chief Legal Counsel, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Natalie Sidarous**, Chief, *State Controller's Office*

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano**, Chief, Mandated Cost Audits Bureau, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale**, *State Controller's Office*

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw**, Director, *Senate Budget & Fiscal Review Committee*

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson**, Budget Analyst, *Department of Finance*

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar**, *MGT of America*

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913

jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov

June 3, 2020

Ms. Erika Li  
Department of Finance  
915 L Street, 10th Floor  
Sacramento, CA 95814

*And Parties, Interested Parties, and Interested Persons (See Mailing List)*

Re: **Notice of Extension Request Approval**  
*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

Dear Ms. Li:

On June 3, 2020 the Department of Finance (Finance) filed a request with the Commission on State Mandates (Commission) for a 30-day extension of time to file comments on the above-captioned Test Claim, which were due May 29, 2020.

Specifically, Finance requests an extension of time to June 29, 2020 due to the additional workload and logistical challenges with protective measures, such as teleworking, associated with the COVID-19 pandemic making staff unable to review and respond to the Test Claim.

Section 1187.9(a) of the Commission's regulations provide that so long as a postponement of a hearing would not be required, there is no prejudice to any party or interested party, and there is no other good reason for denial, the request shall be approved.

Therefore, Finance's comments are now due **June 29, 2020**. This matter remains tentatively set for hearing on **September 25, 2020**.

Sincerely,



Heather Halsey  
Executive Director



## **DECLARATION OF SERVICE BY EMAIL**

I, the undersigned, declare as follows:

I am a resident of the County of Sacramento and I am over the age of 18 years, and not a party to the within action. My place of employment is 980 Ninth Street, Suite 300, Sacramento, California 95814.

On June 3, 2020, I served the:

- **Notice of Extension Request Approval issued June 3, 2020**
- **Department of Finance's (Finance's) Request for Extension of Time filed June 3, 2020**

*SANDAG: Independent Performance Auditor, 19-TC-03*  
Public Utilities Code Section 132354.1 (b)(1), (2), (3), (4)  
San Diego Association of Government (SANDAG), Claimant

By making it available on the Commission's website and providing notice of how to locate it to the email addresses provided on the attached mailing list.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed on June 3, 2020 at Sacramento, California.

*Lorenzo Duran*

---

Lorenzo Duran  
Commission on State Mandates  
980 Ninth Street, Suite 300  
Sacramento, CA 95814  
(916) 323-3562

# COMMISSION ON STATE MANDATES

## Mailing List

**Last Updated:** 5/5/20

**Claim Number:** 19-TC-03

**Matter:** SANDAG: Independent Performance Auditor

**Claimant:** San Diego Association of Government (SANDAG)

### TO ALL PARTIES, INTERESTED PARTIES, AND INTERESTED PERSONS:

Each commission mailing list is continuously updated as requests are received to include or remove any party or person on the mailing list. A current mailing list is provided with commission correspondence, and a copy of the current mailing list is available upon request at any time. Except as provided otherwise by commission rule, when a party or interested party files any written material with the commission concerning a claim, it shall simultaneously serve a copy of the written material on the parties and interested parties to the claim identified on the mailing list provided by the commission. (Cal. Code Regs., tit. 2, § 1181.3.)

**Socorro Aquino**, *State Controller's Office*

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 322-7522

SAquino@sco.ca.gov

**Allan Burdick**,

7525 Myrtle Vista Avenue, Sacramento, CA 95831

Phone: (916) 203-3608

allanburdick@gmail.com

**J. Bradley Burgess**, *MGT of America*

895 La Sierra Drive, Sacramento, CA 95864

Phone: (916) 595-2646

Bburgess@mgtamer.com

**Evelyn Calderon-Yee**, Bureau Chief, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 324-5919

ECalderonYee@sco.ca.gov

**Gwendolyn Carlos**, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: (916) 323-0706

gcarlos@sco.ca.gov

**Annette Chinn**, *Cost Recovery Systems, Inc.*  
705-2 East Bidwell Street, #294, Folsom, CA 95630  
Phone: (916) 939-7901  
achinnrcs@aol.com

**Carolyn Chu**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8326  
Carolyn.Chu@lao.ca.gov

**Andre Douzjian**, Chief Financial Officer, *San Diego Association of Government (SANDAG)*

**Claimant Contact**  
401 B Street, Suite 800, San Diego, CA 92101  
Phone: (619) 699-6931  
Andre.Douzjian@sandag.org

**Donna Ferebee**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
donna.ferebee@dof.ca.gov

**Susan Geanacou**, *Department of Finance*  
915 L Street, Suite 1280, Sacramento, CA 95814  
Phone: (916) 445-3274  
susan.geanacou@dof.ca.gov

**Dillon Gibbons**, Legislative Representative, *California Special Districts Association*  
1112 I Street Bridge, Suite 200, Sacramento, CA 95814  
Phone: (916) 442-7887  
dillong@csda.net

**Heather Halsey**, Executive Director, *Commission on State Mandates*  
980 9th Street, Suite 300, Sacramento, CA 95814  
Phone: (916) 323-3562  
heather.halsey@csm.ca.gov

**Chris Hill**, Principal Program Budget Analyst, *Department of Finance*  
Local Government Unit, 915 L Street, Sacramento, CA 95814  
Phone: (916) 445-3274  
Chris.Hill@dof.ca.gov

**Jason Jennings**, Director, *Maximus Consulting*  
Financial Services, 808 Moorefield Park Drive, Suite 205, Richmond, VA 23236  
Phone: (804) 323-3535  
SB90@maximus.com

**Edward Jewik**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-8564  
ejewik@auditor.lacounty.gov

**Anita Kerezsi**, *AK & Company*  
2425 Golden Hill Road, Suite 106, Paso Robles, CA 93446

Phone: (805) 239-7994  
akcompanysb90@gmail.com

**John Kirk**, General Counsel, *San Diego Association of Government (SANDAG)*

**Claimant Representative**

401 B Street, Suite 800, San Diego, CA 92101

Phone: (619) 699-1997

John.Kirk@sandag.org

**Lisa Kurokawa**, Bureau Chief for Audits, *State Controller's Office*

Compliance Audits Bureau, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 327-3138

lkurokawa@sco.ca.gov

**Erika Li**, Program Budget Manager, *Department of Finance*

915 L Street, 10th Floor, Sacramento, CA 95814

Phone: (916) 445-3274

erika.li@dof.ca.gov

**Jill Magee**, Program Analyst, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Jill.Magee@csm.ca.gov

**Elizabeth McGinnis**, *Commission on State Mandates*

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

Elizabeth.McGinnis@csm.ca.gov

**Michelle Mendoza**, *MAXIMUS*

17310 Red Hill Avenue, Suite 340, Irvine, CA 95403

Phone: (949) 440-0845

michellemendoza@maximus.com

**Lourdes Morales**, Senior Fiscal and Policy Analyst, *Legislative Analyst's Office*

925 L Street, Suite 1000, Sacramento, CA 95814

Phone: (916) 319-8320

Lourdes.Morales@LAO.CA.GOV

**Debra Morton**, Manager, Local Reimbursements Section, *State Controller's Office*

Local Government Programs and Services Division, Bureau of Payments, 3301 C Street,

Suite 740, Sacramento, CA 95816

Phone: (916) 324-0256

DMorton@sco.ca.gov

**Andy Nichols**, *Nichols Consulting*

1857 44th Street, Sacramento, CA 95819

Phone: (916) 455-3939

andy@nichols-consulting.com

**Patricia Pacot**, Accountant Auditor I, *County of Colusa*

Office of Auditor-Controller, 546 Jay Street, Suite #202, Colusa, CA 95932

Phone: (530) 458-0424

ppacot@countyofcolusa.org

**Arthur Palkowitz, Artiano Shinoff**

2488 Historic Decatur Road, Suite 200, San Diego, CA 92106

Phone: (619) 232-3122

apalkowitz@as7law.com

**Jai Prasad, County of San Bernardino**

Office of Auditor-Controller, 222 West Hospitality Lane, 4th Floor, San Bernardino, CA 92415-0018

Phone: (909) 386-8854

jai.prasad@atc.sbcounty.gov

**Theresa Schweitzer, City of Newport Beach**

100 Civic Center Drive, Newport Beach, CA 92660

Phone: (949) 644-3140

tschweitzer@newportbeachca.gov

**Camille Shelton, Chief Legal Counsel, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

camille.shelton@csm.ca.gov

**Carla Shelton, Commission on State Mandates**

980 9th Street, Suite 300, Sacramento, CA 95814

Phone: (916) 323-3562

carla.shelton@csm.ca.gov

**Natalie Sidarous, Chief, State Controller's Office**

Local Government Programs and Services Division, 3301 C Street, Suite 740, Sacramento, CA 95816

Phone: 916-445-8717

NSidarous@sco.ca.gov

**Jim Spano, Chief, Mandated Cost Audits Bureau, State Controller's Office**

Division of Audits, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 323-5849

jspano@sco.ca.gov

**Dennis Speciale, State Controller's Office**

Division of Accounting and Reporting, 3301 C Street, Suite 700, Sacramento, CA 95816

Phone: (916) 324-0254

DSpeciale@sco.ca.gov

**Joe Stephenshaw, Director, Senate Budget & Fiscal Review Committee**

California State Senate, State Capitol Room 5019, Sacramento, CA 95814

Phone: (916) 651-4103

Joe.Stephenshaw@sen.ca.gov

**Brittany Thompson, Budget Analyst, Department of Finance**

Local Government Unit, 915 L Street, Sacramento, CA 95814

Phone: (916) 445-3274

Brittany.Thompson@dof.ca.gov

**Jolene Tollenaar, MGT of America**

2251 Harvard Street, Suite 134, Sacramento, CA 95815

Phone: (916) 243-8913  
jolenetollenaar@gmail.com

**Evelyn Tseng**, *City of Newport Beach*  
100 Civic Center Drive, Newport Beach, CA 92660  
Phone: (949) 644-3127  
etseng@newportbeachca.gov

**Brian Uhler**, Principal Fiscal & Policy Analyst, *Legislative Analyst's Office*  
925 L Street, Suite 1000, Sacramento, CA 95814  
Phone: (916) 319-8328  
Brian.Uhler@LAO.CA.GOV

**Renee Wellhouse**, *David Wellhouse & Associates, Inc.*  
3609 Bradshaw Road, H-382, Sacramento, CA 95927  
Phone: (916) 797-4883  
dwa-renee@surewest.net

**Hasmik Yaghobyan**, *County of Los Angeles*  
Auditor-Controller's Office, 500 W. Temple Street, Room 603, Los Angeles, CA 90012  
Phone: (213) 974-9653  
hyaghobyan@auditor.lacounty.gov



*TransNet Extension & Ordinance*

---

**TABLE OF CONTENTS**

BALLOT LANGUAGE..... [PAGE 2](#)

TransNet Extension ORDINANCE AND EXPENDITURE PLAN ..... [PAGE 3-50](#)



401 B Street, Suite 800 ▪ San Diego, CA 92101  
Phone: (619) 699-1900 ▪ Fax (619) 699-1905  
[www.sandag.org](http://www.sandag.org)

## BALLOT LANGUAGE

<b>A</b>	<b>SAN DIEGO COUNTY TRANSPORTATION IMPROVEMENT PROGRAM.</b>
<p>To relieve traffic congestion, improve safety, and match state/federal funds by:</p> <ul style="list-style-type: none"> <li>Expanding I-5, I-8, I-15, SR 52, SR 54, SR 56, SR 67, SR 76, SR 78, SR 94, SR 125, I-805;</li> <li>Maintaining/improving local roads;</li> <li>Increasing transit for seniors and disabled persons;</li> <li>Expanding commuter express bus, trolley, Coaster services;</li> </ul> <p>Shall San Diego County voters continue the existing half-cent transportation sales tax (SDCRTC Ordinance 04-01) for forty years, including creating an Independent Taxpayer Oversight Committee to conduct yearly audits ensuring voter mandates are met?</p>	
<b>YES 000</b> ➔ <input type="radio"/>	
<b>NO 000</b> ➔ <input type="radio"/>	



***TransNet Extension***  
**ORDINANCE AND EXPENDITURE PLAN**  
**Commission Ordinance 04-01**

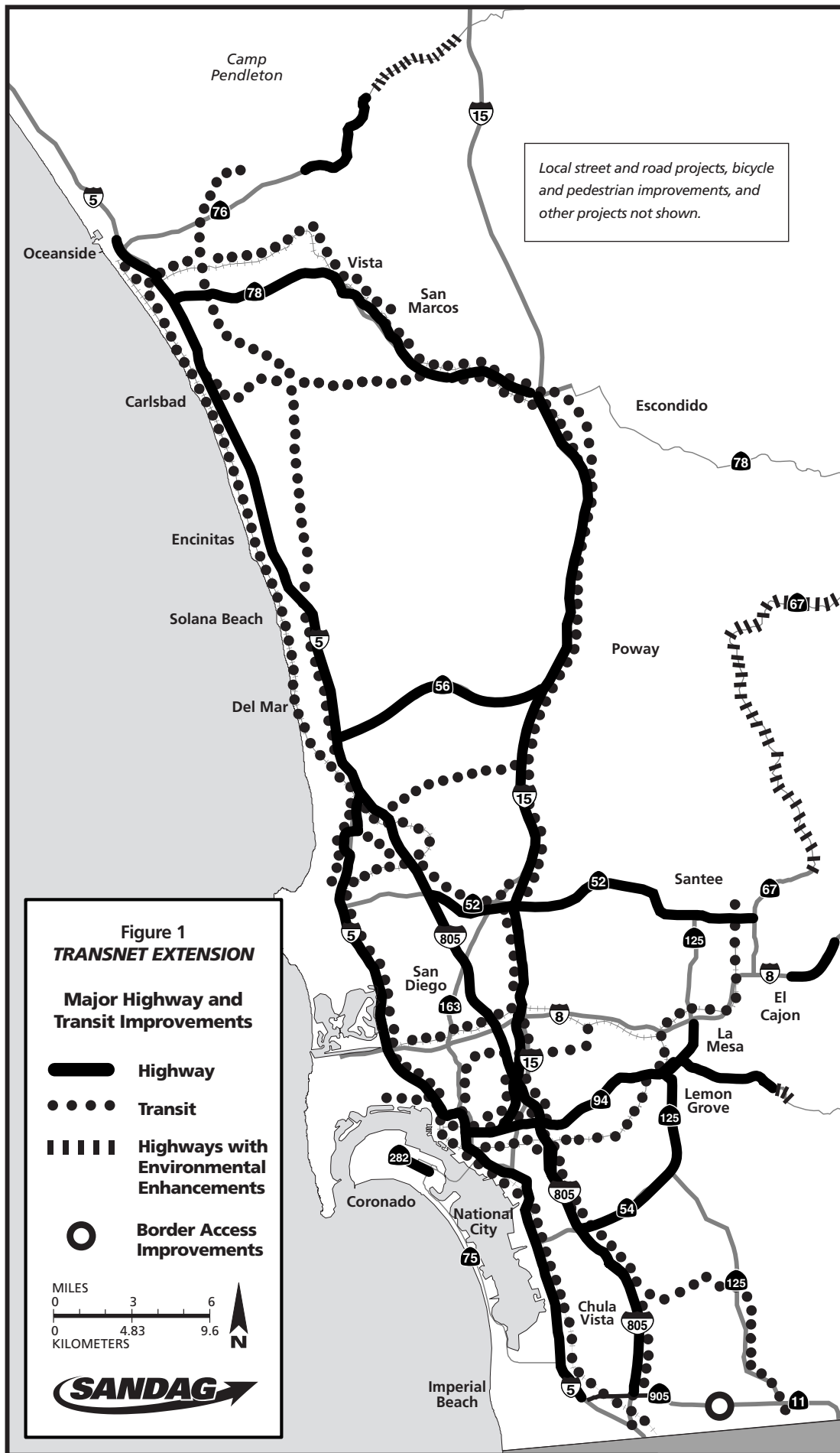
The San Diego County Regional Transportation Commission ordains as follows:

SECTION 1. TITLE: This ordinance shall be known and may be cited as the San Diego Transportation Improvement Program Ordinance and Expenditure Plan (Commission Ordinance 04-01), hereinafter referred to as the Ordinance. This Ordinance provides for an extension of the retail transactions and use tax implemented by the initial San Diego Transportation Improvement Program Ordinance (Commission Ordinance 87-1 – Proposition A, 1987) for a forty year period commencing on April 1, 2008. The Expenditure Plan for this extension is set forth in Sections 2 and 4 herein and is an expansion of the Expenditure Plan contained in Commission Ordinance 87-1.

SECTION 2. EXPENDITURE PLAN SUMMARY: This Ordinance provides for the implementation of the San Diego Transportation Improvement Program, which will result in countywide transportation facility and service improvements for highways, rail transit services, new bus rapid transit services, local bus services, senior and disabled transportation services, local streets and roads, bicycle and pedestrian facilities, transportation-related community infrastructure to support smart growth development, and related environmental mitigation and enhancement projects. These needed improvements shall be funded by the continuation of the one-half of one percent transactions and use tax for a period of forty years. The revenues shall be deposited in a special fund and used solely for the identified improvements. The specific projects and programs to be funded shall be further described in the document titled "*TransNet Extension Expenditure Plan Analysis*", which is hereby incorporated by reference as if fully set forth herein. Any ancillary proceeds resulting from the implementation of the San Diego Transportation Improvement Program shall be used for transportation improvement projects in the San Diego region. A summary of the major projects and programs, including the major highway and transit improvements depicted on Figure 1, is provided in the following sections. All dollar references in this Ordinance are in 2002 dollars.

A. Congestion Relief Program - Major Transportation Corridor Improvements:

1. Highway and transit capital projects: Of the total funds available, an estimated \$5,150 million will be used to match an estimated \$4,795 million in federal, state, local and other revenues to complete the projects listed below (see Figure 1). The total costs include an estimated \$500 million in financing costs related to bonds to be issued to accelerate the implementation of the major Congestion Relief projects identified in this section. The costs shown include the total estimated implementation costs of each project net of habitat-related environmental mitigation costs for those transportation projects, which are funded under Section 2(D). Three of the highway projects listed below (SR 67, SR 76, and a portion of SR 94) are described as including environmental enhancements, as further described in the document titled "*Environmental Enhancement Criteria Mitigating Highway 67, 76 and 94 Expansion Impacts*", which is hereby incorporated by reference as if fully set forth herein.



- a. Highway Capital Improvements (including managed lane/high-occupancy vehicle (HOV) lane additions and general purpose lane additions) - \$6,760 million:
1. Interstate 5 South: Add two HOV lanes from I-8 to SR 905 - \$722 million.
  2. Interstate 5 Mid-Coast: Add two HOV lanes from I-8 to I-805, including funding for environmental work and preliminary engineering for improvements at the I-5/I-8 interchange - \$192 million.
  3. Interstate 5 North: Add four managed lanes from I-805 to Vandegrift Boulevard in Oceanside, including HOV to HOV connectors at the I-5/I-805 interchange and freeway connectors at the I-5/SR 56 and I-5/SR 78 interchanges - \$1,234 million.
  4. Interstate 8: Add two general purpose lanes from Second Street to Los Coches Road - \$29 million.
  5. Interstate 15: Add four managed lanes from SR 78 to Centre City Parkway in Escondido and from SR 56 to SR 163 and add two HOV lanes from SR 163 to SR 94, including HOV to HOV connectors at the I-15/SR 78 and I-15/SR 94 interchanges - \$882 million.
  6. Interstate 805: Add four managed lanes from I-5 to SR 54 and two reversible HOV lanes from SR 54 to SR 905, including HOV to HOV connectors at the I-805/SR 52 interchange and improvements at the I-805/SR 54 interchange - \$1,371 million.
  7. SR 54/SR 125: Add two lanes to provide a continuous facility with three general purpose lanes and one HOV lane in each direction - \$139 million
  8. SR 56: Add one general purpose lane in each direction from I-5 to I-15 - \$99 million.
  9. SR 52: Construct four-lane freeway from SR 125 to SR 67, add two general purpose lanes and two reversible managed lanes from I-15 to SR 125, and add two HOV lanes from I-805 to I-15 - \$476 million.
  10. SR 67: Expand to a continuous four-lane facility, including environmental enhancements, from Maplevue Street to Dye Road - \$218 million.
  11. SR 75/SR 282: Provide matching funds for construction purposes only for a tunnel from Glorietta Boulevard to Alameda Boulevard - \$25 million.
  12. SR 76: Add two general purposes lanes from Melrose Drive to I-15, including environmental enhancements from Mission Road to I-15 - \$164 million.
  13. SR 78: Add two HOV lanes from I-5 to I-15 - \$495 million.
  14. SR 94/SR 125: Add two HOV lanes from I-5 to I-8, including freeway connectors at the SR94/SR 125 interchange - \$601 million.

15. SR 94: Widen to six lanes from SR 125 to Avocado Boulevard and expand to a continuous four-lane facility from Avocado Boulevard to Steele Canyon Road, including environmental enhancements from Jamacha Road to Steele Canyon Road - \$88 million.
  16. Border Access Improvements: Provide matching construction funds for access improvements in the international border area - \$25 million.
- b. Bus Rapid Transit (BRT) and Rail Transit Capital Improvements - \$2,685 million:
1. BRT service from Escondido to Downtown San Diego using the I-15/SR 94 managed/HOV facilities, including new and improved stations and direct access ramps - \$369 million.
  2. BRT service from Escondido to Sorrento Mesa using the managed lane facility on I-15 - \$60 million.
  3. BRT service from Otay Mesa to Downtown San Diego using I-805/SR 94 managed/HOV lane facilities, including new stations and direct access ramps - \$497 million.
  4. BRT service from San Ysidro to Sorrento Mesa using the managed/HOV lane facilities on I-805/I-15/SR 52 including station improvements - \$70 million.
  5. Blue Line Light Rail Transit improvements including station enhancements, signal upgrades, conversion to low-floor vehicles and grade separations in Chula Vista - \$268 million.
  6. Mid-Coast Transit Guideway Improvement Project using light rail technology to provide high-level transit service along the I-5 corridor from the Old Town area to the U.C. San Diego/University Towne Center area, would rely in part on federal funding. Absent federal funding, then bus technology may be considered for the high level service planned for this corridor - \$660 million.
  7. Super Loop providing high quality connections to locations in the greater U. C. San Diego/University Towne Center area, including arterial improvements with bus priority treatments, stations and vehicles - \$30 million.
  8. North I-5 Corridor Coaster/BRT service providing high quality north-south transit service improvements by upgrading the Coaster commuter rail tracks and stations, providing BRT service in the El Camino Real corridor, or a combination of the two - \$376 million.
  9. Orange Line Light Rail Transit Improvements including station enhancements, signal upgrades and conversion to low-floor vehicles - \$69 million.

10. SR 78 Corridor Sprinter/BRT service providing high-quality east-west transit service improvements by upgrading and extending the Sprinter rail line, providing BRT service along the Palomar Airport Road corridor, or a combination of the two - \$197 million.
  11. BRT service from San Diego State University to Downtown San Diego along the El Cajon Boulevard/Park Boulevard corridor with arterial improvements with bus priority treatments, stations and vehicles - \$89 million.
2. Operating Support for the BRT and Rail Transit Capital Improvements: Of the total funds available, an estimated \$1,100 million will be used to operate and maintain the services described under Section 2(A)(1)(b).
  3. Environmental Mitigation: An estimated \$600 million, including \$450 million for direct mitigation costs and \$150 million for economic benefit, will be used to fund the habitat-related mitigation costs of the major highway and transit projects identified in the Regional Transportation Plan as part of the Environmental Mitigation Program described in Section 2(D).
- B. Congestion Relief Program - Transit System Service Improvements and Related Programs:
- An estimated \$2,240 million will be used to provide ongoing support for the reduced-price monthly transit programs for seniors, persons with disabilities, and students and for the continuation and expansion of rail, express bus, local bus, community shuttles, and dial-a-ride services, including specialized services for seniors and persons with disabilities, and related capital improvements.
- C. Congestion Relief Program - Local System Improvements and Related Programs:
- An estimated total of \$4,480 million will be allocated to local programs in the following three categories:
1. Local Street and Road Program: An estimated \$3,950 million will be allocated on a fair and equitable basis, using the formula specified in Section 4(D)(1), to each city and the County of San Diego (hereinafter referred to as local agencies) to supplement other revenues available for local street and road improvements. In developing the biennial list of projects to be funded with these revenues as required under Section 5(A), local agencies shall give high priority in the use of these funds to improvements to regional arterials, grade separation projects, and related facilities contributing to congestion relief. At least 70% of the revenues provided for local street and road purposes should be used to fund direct expenditures for construction of new or expanded facilities, major rehabilitation and reconstruction of roadways, traffic signal coordination and related traffic operations improvements, transportation-related community infrastructure improvements to support smart growth development, capital improvements needed to facilitate transit services and facilities, and operating support for local shuttle and circulator routes and other services. No more than 30% of these funds should be used for local street and road maintenance purposes. A local agency desiring to spend more than 30% of its annual revenues on local street and road maintenance-related projects shall provide justification to the Commission as part of its biennial project list submittal. The Commission shall review each local agency's biennial project list submittal and make a finding of consistency with the provisions of this

Ordinance and with the Regional Transportation Plan prior to approving the local agency's project list for funding. The Independent Taxpayer Oversight Committee shall also review the proposed project lists and make recommendations to the Commission.

2. Environmental Mitigation: An estimated \$250 million, including \$200 million for direct mitigation costs and \$50 million for economic benefit, will be used to fund the habitat-related mitigation costs of local transportation projects consistent with the Regional Transportation Plan as part of the Environmental Mitigation Program described in Section 2(D).
3. Smart Growth Incentive Program: An estimated \$280 million will be allocated to the Smart Growth Incentive Program to provide funding for a broad array of transportation-related infrastructure improvements that will assist local agencies in better integrating transportation and land use, such as enhancements to streets and public places, funding of infrastructure needed to support development in smart growth opportunity areas consistent with the Regional Comprehensive Plan, and community planning efforts related to smart growth and improved land use/transportation coordination. These funds shall be allocated on a regional competitive grant basis. It is intended that these funds be used to match federal, state, local, and private funding to maximize the number of improvements to be implemented. The Commission shall establish specific project eligibility criteria for this program.

D. Transportation Project Environmental Mitigation:

An estimated \$850 million will be used to fund habitat-related environmental mitigation activities required in the implementation of the major highway, transit and regional arterial and local street and road improvements identified in the Regional Transportation Plan. Of this total, an estimated \$250 million is related to mitigation requirements for local transportation projects and an estimated \$600 million is related to mitigation requirements for the major highway and transit projects identified in the Regional Transportation Plan. The intent is to establish a program to provide for large-scale acquisition and management of critical habitat areas and to create a reliable approach for funding required mitigation for future transportation improvements thereby reducing future costs and accelerating project delivery. This approach would be implemented by obtaining coverage for transportation projects through existing and proposed multiple species conservation plans. If this approach cannot be fully implemented, then these funds shall be used for environmental mitigation purposes on a project by project basis. Additional detail regarding this program is described in the documents titled "*TransNet Extension Environmental Mitigation Program Principles*" and "*Environmental Enhancement Criteria Mitigating Highway 67, 76, and 94 Expansion Impacts*", which are hereby incorporated by reference as if fully set forth herein.

E. Bicycle, Pedestrian and Neighborhood Safety Program:

A total of two percent of the total annual revenues available (an estimated \$280 million) will be allocated to the Bicycle, Pedestrian and Neighborhood Safety Program to provide funding for bikeway facilities and connectivity improvements, pedestrian and walkable community projects, bicycle and pedestrian safety projects and programs, and traffic calming projects. These funds shall be allocated on a regional competitive grant basis. It is intended that these funds be used to match federal, state, local, and private funding to maximize the number of

improvements to be implemented. The Commission shall establish specific project eligibility criteria for this program.

F. Administration and Independent Taxpayer Oversight Committee:

Up to one percent of the total annual revenues available will be used for administrative expenses and up to \$250,000 per year will be used for the operation of an Independent Taxpayer Oversight Committee.

SECTION 3. IMPOSITION OF TRANSACTIONS AND USE TAX: In addition to any other taxes authorized by law, there is hereby imposed in the incorporated and unincorporated territory of the County of San Diego, in accordance with the provisions of Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code and Division 12.7 of the Public Utilities Code commencing with Code Section 132000, an extension of the existing transactions and use tax at the rate of one-half of one percent (1/2%) commencing April 1, 2008, for a period of forty years, in addition to any existing or future authorized state or local transactions and use tax. If, during this time period, additional state or federal funds become available which would fund the projects and services contained in the Regional Transportation Plan, then the tax may be reduced by action of the Commission.

SECTION 4. EXPENDITURE PLAN PURPOSES: The revenues received by the Commission from the existing measure as extended by this measure, after deduction of required Board of Equalization costs for performing the functions specified in Section 132304(b) of the Public Utilities Code, shall be used to improve transportation facilities and services countywide as set forth in the Expenditure Plan and in a manner consistent with the long-range Regional Transportation Plan and the short-range, multi-year Regional Transportation Improvement Program, and for the administration of the San Diego County Regional Transportation Commission Act (hereinafter referred to as the "Act") commencing with Public Utilities Code Section 132000. Commencing July 1, 2008, after the deduction of administrative expenses, Independent Taxpayer Oversight Committee expenses, and funding for the Bicycle, Pedestrian and Neighborhood Safety Program as described in Sections 2(E), 2(F), 11 and 12, the remaining annual revenues shall be allocated as follows:

- A. Forty-two and four-tenths percent for the major highway and transit Congestion Relief projects specified in Section 2(A)(1), including four and four-tenths percent for the habitat-related mitigation costs of the major highway and transit projects as described in Section 2(A)(3) to be used to fund a portion of the Environmental Mitigation Program described in Section 2(D).
- B. Eight and one-tenth percent for operation of the specific transit Congestion Relief projects as described in Section 2(A)(2). This funding is for the operation of new or expanded services only and is not available for the operation of services in existence prior to the effective date of this Ordinance.
- C. Sixteen and one-half percent for the transit programs described in Section 2(B). The revenues made available annually for transit purposes shall be allocated and expended pursuant to the following distribution formula and priorities:
  - 1. Two and one-half percent of the funds made available under Section 4(C) shall be used to support improved transportation services for seniors and disabled persons. These funds shall be used to support specialized paratransit services required by the federal Americans with Disabilities Act (ADA).

2. Three and one-fourth percent of the funds made available under Section 4(C) shall be used to support a competitive grant program for nonprofit organizations and local agencies. The funds shall be used to provide specialized transportation services for seniors focusing on innovative and cost-effective approaches to providing improved senior transportation, including, but not limited to, shared group services, special shuttle services using volunteer forces, and brokerage of multi-jurisdictional transportation services.
  3. From the remaining revenues, there shall be expended such sums as necessary to guarantee in the North San Diego County Transit Development Board and Metropolitan Transit Development Board areas of jurisdiction for the duration of the measure (1) a monthly regional transit pass for senior (60 years or older) and disabled riders priced at not more than 25 percent of the cost of the regular regional monthly transit pass, and (2) a monthly regional youth transit pass for students (18 years or under) priced at not more than 50 percent of the cost of the regular regional monthly transit pass.
  4. Remaining revenues shall be allocated for transit service improvements, including operations and supporting capital improvements. The revenues shall be allocated through the annual transit operator budget process and the improvements to be funded shall be consistent with the Short Range Transit Plan.
  5. To maintain eligibility for the receipt of funds under Section 4(C), a transit operator must limit the increase in its total operating cost per revenue vehicle hour for bus services or the increase in its total operating cost per revenue vehicle mile for rail services from one fiscal year to the next to no more than the increase in the Consumer Price Index for San Diego County over the same period. If the requirement is not achieved, the operator may not receive any additional funding under Section 4(C) in the following year above the amount received in the previous fiscal year adjusted for any increase in the Consumer Price Index for San Diego County. If there were unusual circumstances in a given fiscal year, the operator may request the approval of the Commission to calculate the requirement as an average over the previous three fiscal years. The operator may also request the approval of the Commission to exclude from the calculation certain cost increases that were due to external events entirely beyond the operator's control, including, but not limited to, increases in the costs for fuel, insurance premiums, or new state or federal mandates.
- D. Thirty-three percent for the Local Programs described in Section 2(C) in the following three categories:
1. Twenty-nine and one-tenth percent for the local street and road program described in Section 2(C)(1). The revenues available for the local street and road program shall be allocated and expended pursuant to the following distribution formula:
    - a. Each local agency shall receive an annual base sum of \$50,000.
    - b. The remaining revenues after the base sum distribution shall be distributed to the each local agency on the following basis:
      1. Two-thirds based on total population using the most recent Department of Finance population estimates.



2. One-third based on maintained street and road mileage.
- c. For the purposes of Section 4D(1)(a) and (b), any new incorporations or annexations which take place after July 1 of any fiscal year shall be incorporated into the formula beginning with the subsequent fiscal year. The San Diego Association of Governments population estimates of such new incorporations or annexations shall be used until such time as Department of Finance population estimates are available.
2. One and eight-tenths percent for the habitat-related mitigation costs of local transportation projects described in Section 2(C)(2) to be used to fund a portion of the Environmental Mitigation Program described in Section 2(D).
  3. Two and one-tenth percent for the Smart Growth Incentive Program described in Section 2(C)(3).
- E. General Provisions:
1. In implementing the projects funded under Section 4(A), priority shall be given to projects included in the Expenditure Plan for Proposition A as passed by the voters in 1987 that remain uncompleted, such as the eastern ends of the SR 52 and SR 76 highway improvement projects and the Mid-Coast light rail transit project. The Commission shall ensure that sufficient funding or bonding capacity remain available to implement such projects as expeditiously as possible once the environmental clearance for these projects is obtained and needed state and federal matching funds are committed.
  2. Once any state highway facility or usable portion thereof is constructed to at least minimum acceptable state standards, the state shall be responsible for the maintenance and operation thereof.
  3. All new projects, or major reconstruction projects, funded by revenues provided under this Ordinance shall accommodate travel by pedestrians and bicyclists, except where pedestrians and bicyclists are prohibited by law from using a given facility or where the costs of including bikeways and walkways would be excessively disproportionate to the need or probable use. Such facilities for pedestrian and bicycle use shall be designed to the best currently available standards and guidelines.
  4. All state highway improvements to be funded with revenues as provided in this measure, including project development and overall project management, shall be a joint responsibility of Caltrans and the Commission. All major project approval actions including the project concept, the project location, and any subsequent change in project scope shall be jointly agreed upon by Caltrans and the Commission and, where appropriate, by the Federal Highway Administration and/or the California Transportation Commission.

#### SECTION 5. EXPENDITURE PLAN PROCEDURES:

- A. Each local agency shall biennially develop a five-year list of projects to be funded with revenues made available for local street and road improvements under Section 4(D). A local public hearing on the proposed list of projects shall be held by each local agency prior to submitting its project list to the Commission for approval pursuant to Section 6.
- B. All projects to be funded with revenues made available under Section 4 must be consistent with the Regional Transportation Plan (RTP). Project priorities or phasing shall also be consistent with the RTP. The Expenditure Plan shall be reviewed for consistency with RTP following each major update of the RTP as required by state or federal law. The Expenditure Plan shall be amended as necessary to maintain consistency with the Regional Transportation Plan. If funds become available in excess of the amount allocated in the Expenditure Plan, additional projects shall be added to the Expenditure Plan consistent with the priorities in the Regional Transportation Plan. Any amendments to the Expenditure Plan shall be made in accordance with the procedures for amending this ordinance as provided for in Section 16.
- C. In the allocation of all revenues made available under Section 4, the Commission shall make every effort to maximize state and federal transportation funding to the region. The Commission may amend the Expenditure Plan, in accordance with Section 16, as needed to maximize the transportation funding to the San Diego region.

SECTION 6. PROJECT PROGRAMMING APPROVAL: The Commission shall biennially approve a five-year project list and a biennial program of projects to be funded during the succeeding two fiscal years with the revenues made available under Section 4 herein. The program of projects will be prepared as a part of the Regional Transportation Improvement Program (RTIP) process as required by state and federal law. A public hearing will be held prior to approval of the program of projects. The Commission may amend the program of projects as necessary in accordance with the RTIP amendment procedures. Projects shall not be funded with the revenues made available under Section 4 unless the projects are in the approved program of projects.

SECTION 7. COOPERATIVE FUND AGREEMENTS: Except as provided for herein, the distribution of funds as set forth in Section 4 shall be met over the duration of the measure. To maximize the effective use of funds, revenues may be transferred or exchanged under the following circumstances:

- A. The Commission, or agencies receiving funds by annual or multi-year agreement, may exchange or loan funds provided that the percentage of funds allocated for each purpose as provided in Section 4 is maintained over the duration of the measure and reviewed as part each 10-year comprehensive program review as described in Section 17. All proposed exchanges, including agreements between agencies to exchange or loan funds, must include detailed fund repayment provisions, including appropriate interest earnings such that the Commission suffers no loss of funds as a result of the exchange or loan. All exchanges must be approved by the Commission and shall be consistent with any and all rules approved by the Commission relating thereto.
- B. The Commission may exchange revenues for federal, state, or other local funds allocated or granted to any public agency within or outside the area of jurisdiction of the Commission to maximize effectiveness in the use of revenues. Such federal, state, or local funds shall be distributed in the same manner as the revenues from the measure.

SECTION 8. MAINTENANCE OF EFFORT: It is the intent of the Legislature, as stated in the Act, and the Commission that revenues provided from this measure be used to augment, not supplant existing local revenues being used for the purposes set forth in Section 4 herein. Each local agency receiving revenues pursuant to Section 4(D) shall annually maintain as a minimum the same level of local discretionary funds expended for street and road purposes on average over the last three fiscal years completed prior to the operative date of this Ordinance (Fiscal Years 2000-01, 2001-02, 2002-03), as was reported in the State Controller's Annual Report of Financial Transactions for Streets and Roads and as verified by an independent auditor. The maintenance of effort level as determined through this process shall be subject to adjustment every three years based on the Construction Cost Index developed by Caltrans. Any increase in the maintenance of effort level based on this adjustment shall not exceed the growth rate in the local jurisdiction's General Fund revenues over the same time period. The Commission shall not allocate any revenues pursuant to Section 4(D) to any eligible local agency in any fiscal year until that local agency has certified to the Commission that it will include in its budget for that fiscal year an amount of local discretionary funding for streets and roads purposes at least equal to the minimum maintenance of effort requirement. An annual independent audit shall be conducted to verify that the maintenance of effort requirement for each agency was met. Any local agency which does not meet its maintenance of effort requirement in any given year shall have its funding under Section 4(D)(1) reduced in the following year by the amount by which the agency did not meet its required maintenance of effort level. In the event that special circumstances prevent a local agency from meeting its maintenance of effort requirement, the local agency may request up to three additional fiscal years to fulfill its requirement. Such a request must be approved by the Commission. The Independent Taxpayer Oversight Committee shall also review such requests and make recommendations to the Commission. Any local street and road revenues not allocated pursuant to the maintenance of effort requirement shall be redistributed to the remaining eligible agencies according to the formula described in Section 4(D)(1). The maintenance of effort requirement also shall apply to any local agency discretionary funds being used for the other purposes specified under Section 4. In addition, revenues provided from this Ordinance shall not be used to replace other private developer funding that has been or will be committed for any project.

#### SECTION 9. REGIONAL TRANSPORTATION CONGESTION IMPROVEMENT PROGRAM (RTCIP):

##### A. New Development Exactions

Starting on July 1, 2008, each local agency in the San Diego region shall contribute \$2,000 in exactions from the private sector, for each newly constructed residential housing unit in that jurisdiction to the RTCIP. These exactions shall ensure future development contributes its proportional share of the funding needed to pay for the Regional Arterial System and related regional transportation facility improvements, as defined in San Diego Association of Governments' (SANDAG's) most recent, adopted Regional Transportation Plan. New residential housing units constructed for extremely low, very-low, low, and moderate income households, as defined in California Health and Safety Code Sections 50105, 50106, 50079.5 and 50093, will be exempted from the \$2,000 per unit contribution requirement. The amount of contribution shall be increased annually, in an amount not to exceed the percentage increase set forth in the Engineering Construction Cost Index published by the Engineering News Record or similar cost of construction index. Each local agency shall establish an impact fee or other-revenue Funding Program by which it collects and funds its contribution to the RTCIP. Each local agency shall be responsible for establishing a procedure for providing its monetary contribution to the RTCIP. The RTCIP revenue will be used to construct improvements on the Regional Arterial System such as new or widened arterials, traffic signal coordination and other traffic improvements, freeway interchange and related freeway improvements, railroad grade separations, and improvements required for regional

express bus and rail transit. This action is predicated on the desire to establish a uniform mitigation program that will mitigate the regional transportation impacts of new development on the Arterial system. While the RTCIP cannot and should not fund all necessary regional transportation network components and improvements, the RTCIP will establish a new revenue source that ensures future development will contribute its pro rata share towards addressing the impacts of new growth on regional transportation infrastructure.

**B. Oversight, Audit and Funding Allocations**

The Regional Transportation Congestion Improvement Program (RTCIP) shall be overseen by SANDAG and implemented by each local agency, with the objective of developing a consolidated mitigation program for the San Diego region as a funding source for the Regional Arterial System. The RTCIP and each local agency's Funding Program shall be subject to an annual review and audit to be carried out by the SANDAG and the Independent Taxpayers Oversight Committee, as defined in Section 11 of this Ordinance. Any local agency that does not provide its full monetary contribution required by Section 9(A) in a given fiscal year will not be eligible to receive funding for local streets and roads under section 4(D)(1) of the TransNet Ordinance for the immediately following fiscal year. Any funding not allocated under 4(D)(1) as a result of this requirement shall be reallocated to the remaining local agencies that are in compliance with this Section.

**C. Implementation of the Regional Transportation Improvement Program (RTCIP)**

Provisions for implementation of the RTCIP are described in the document titled "TransNet Extension Regional Transportation Congestion Improvement Program," which is hereby incorporated by reference as if fully set forth herein.

**SECTION 10. BONDING AUTHORITY:** Upon voter approval of the ballot proposition to approve the extension of the tax and the issuance of bonds payable from the proceeds of the tax, bonds may be issued by the Commission pursuant to Division 12.7 of the Public Utilities Code, at any time, and from time to time, payable from the proceeds of the existing tax and its extension and secured by a pledge of revenues from the proceeds of the tax, in order to finance and refinance improvements authorized by Ordinance 87-1 and this Ordinance. The Commission, in allocating the annual revenues from the measure, shall meet all debt service requirements prior to allocating funds for other projects.

**SECTION 11. INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE:** An Independent Taxpayer Oversight Committee (ITOC) shall be established to provide an enhanced level of accountability for expenditure made under the Expenditure Plan. The ITOC will help to ensure that all voter mandates are carried out as required and will develop recommendations for improvements to the financial integrity and performance of the program. The roles and responsibilities of the ITOC, the selection process for ITOC members, and related administrative procedures shall be carried out in substantially the same manner as further described in the document titled "Statement of Understanding Regarding the Implementation of the Independent Taxpayer Oversight Committee for the *TransNet* Program," which is hereby incorporated by reference as if fully set forth herein. Up to \$250,000 per year, with adjustments for inflation based on the Consumer Price Index for San Diego County, may be expended for activities related to the ITOC.

**SECTION 12. ADMINISTRATIVE EXPENSES:** Revenues may be expended by the Commission for staff salaries, wages, benefits, and overhead and for those services, including contractual services, necessary to administer the Act; however, in no case shall such expenditures exceed one percent of the annual revenues provided by the measure. Any funds not utilized in a given fiscal year shall

remain available for expenditure in subsequent fiscal years. Costs of performing or contracting for project related work shall be paid from the revenues allocated to the appropriate purpose as set forth in Section 4 herein. An annual independent audit shall be conducted through the Independent Taxpayers Oversight Committee to assure that the revenues expended by the Commission under this section are necessary and reasonable in carrying out its responsibilities under the Act.

SECTION 13. ESTABLISHMENT OF SEPARATE ACCOUNTS: Each agency receiving funds pursuant to Section 4 shall have its funds deposited in a separate Transportation Improvement Account. Interest earned on funds allocated pursuant to this Ordinance shall be expended only for those purposes for which the funds were allocated.

SECTION 14. IMPLEMENTING ORDINANCES: Upon approval of this measure by the voters, the Commission shall, in addition to the local rules required to be provided pursuant to this ordinance, adopt implementing ordinances, rules, and policies and take such other actions as may be necessary and appropriate to carry out its responsibilities.

SECTION 15. EFFECTIVE AND OPERATIVE DATES: This Ordinance shall be effective on November 3, 2004, if one of the following events occurs: 1) two-thirds of the electors voting on the ballot proposition approving the ordinance vote to approve the ballot proposition on November 2, 2004; or 2) a law is passed on or before November 2, 2004 that lowers the voter approval threshold applicable to this Ordinance and the number of electors voting in favor of this Ordinance meets that threshold. The extension of the tax authorized by Section 3 of this Ordinance shall be operative on April 1, 2008. Bonds payable from the proceeds of the tax may be issued at any time prior to, on or after April 1, 2008. The provisions of Section 4 of this Ordinance, relating to the allocation of revenues, shall be operative on July 1, 2008.

SECTION 16. AMENDMENTS: With the exception of Sections 2(D), 3, 4(E)(1), 8, 9, and 11 which require a vote of the electors of the County of San Diego to amend, this ordinance may be amended to further its purposes by ordinance, passed by roll call vote entered in the minutes, with two-thirds of the Commission concurring consistent with the Commission's standard voting mechanism. Separate documents incorporated by reference in the Ordinance in Sections 2, 9, and 11 also may be amended with a two-thirds vote of the Commission.

SECTION 17. TEN-YEAR COMPREHENSIVE PROGRAM REVIEW: The Commission shall conduct a comprehensive review of all projects and programs implemented under the Expenditure Plan to evaluate the performance of the overall program over the previous ten years and to make revisions to the Expenditure Plan to improve its performance over the subsequent ten years. Such comprehensive program reviews shall be conducted in Fiscal Years 2019, 2029 and 2039. Revisions to the Ordinance and Expenditure Plan required as a result of the ten-year review shall be subject to the amendment process in Section 16.

SECTION 18. DESIGNATION OF FACILITIES: Each project or program in excess of \$250,000 funded in whole or in part by revenues from this Ordinance shall be clearly designated during its construction or implementation as being provided by revenues from this Ordinance.

SECTION 19. SEVERABILITY: If any section, subsection, part, clause or phrase of this Ordinance is for any reason held unenforceable or unconstitutional by a court of competent jurisdiction, that holding shall not affect the validity or enforceability of the remaining funds or provisions of this Ordinance, and the Commission declares that it would have passed each part of this Ordinance irrespective of the validity of any other part. Notwithstanding the foregoing, if any part, clause, or

phrase of Section 9(A) of the Ordinance is for any reason held unenforceable or unconstitutional, the remaining portions of Section 9 shall be deemed invalid.

SECTION 20. ANNUAL APPROPRIATIONS LIMIT: Article XIII(B) of the California Constitution requires the establishment of an annual appropriations limit for certain governmental entities. The maximum annual appropriations limit for the Commission shall be established as \$950 million for the 2004-05 fiscal year. The appropriations limit shall be subject to adjustment as provided by law. All expenditures of the transactions and use tax revenues imposed in Section 3 are subject to the appropriations limit of the Commission.

SECTION 21. DEFINITIONS:

- A. *Commission*. Means the San Diego County Regional Transportation Commission created by Chapter 1576 of the Statutes of 1985 (Division 12.7 of the Public Utilities Code, commencing with Section 132000).
- B. *Transit*. Means all purposes necessary and convenient to the construction, operation and maintenance of public transportation services and facilities including the acquisition of vehicles and right-of-way. Public transportation services include, but are not limited to, local and express bus, bus rapid transit (BRT), paratransit (dial-a-ride), fixed guideway, light rail (trolley) and commuter rail services and facilities.
- C. *Local Streets and Roads*. Means all purposes necessary and convenient for the purposes as described in Section 2(C)(1).
- D. *Highways*. Means all purposes necessary and convenient to the design, right-of-way acquisition, and construction of highway facilities, including all state highway routes and any other facilities so designated in the Expenditure Plan.
- E. *Bicycle and Pedestrian Facilities*. Means all purposes necessary and convenient to the design, right-of-way acquisition, and construction of facilities intended for use by bicycles and pedestrians. Bicycle and pedestrian facilities shall also mean facilities and programs that help to encourage walking and the use of bicycles, such as secure bicycle parking facilities and bicycle and pedestrian promotion and safety education programs.
- F. *Bonds*. Means indebtedness and securities of any kind or class, including but not limited to bonds, notes, bond anticipation notes, and commercial paper.
- G. *Expenditure Plan*. Means the expenditure plan required by Section 132302 of the Public Utilities Code to be included in the transactions and use tax ordinance to be approved by the Commission. The expenditure plan includes the allocation of revenues for each authorized purpose.
- H. *Regional Transportation Plan*. Means the long-range transportation plan for the San Diego region required by Section 65080 of the Government Code to be prepared by the San Diego Association of Governments as the designated Regional Transportation Planning Agency.
- I. *Regional Transportation Improvement Program*. Means the five-year programming document required by Section 65080 of the Government Code to be prepared by the San Diego Association of Governments as the designated Regional Transportation Planning Agency.

- J. *Transit Operator*. Means any transit district, included transit district, municipal operator, included municipal operator, or transit development board as defined in Public Utilities Code Section 99210.
- K. *Regional Comprehensive Plan*. Means the document integrating land use, transportation systems, infrastructure needs, and public investment strategies within a regional framework to be prepared by the San Diego Association of Governments as required by Section 132360 of the Public Utilities Code.

SECTION 22. EFFECT ON COMMISSION ORDINANCE 87-1: This Ordinance is intended to extend and expand the provisions of Commission Ordinance 87-1, and shall not be read to supercede Commission Ordinance 87-1. If this Ordinance is not approved by the voters of San Diego County, the provisions of Commission Ordinance 87-1 and all powers, duties, and actions taken thereunder shall remain in full force and effect.

PASSED AND ADOPTED by the San Diego County Regional Transportation Commission, the 28<sup>th</sup> day of May, 2004 by the following vote:

AYES: Commissioners Hall, Padilla, Monroe, Crawford, Lewis, Guerin, Holt Pfeiler, McCoy, Jantz, Sessom, Morrison, Feller, Cafagna, Murphy, Smith, Dale, Powell, Vance,

NOES: Commissioner Jacob

ABSENT: None

  
Chairman

STATE OF CALIFORNIA )  
                                  ) SS  
COUNTY OF SAN DIEGO )

I, Gary L. Gallegos, the Secretary of the San Diego County Regional Transportation Commission, do hereby certify that the foregoing is a true copy of an Ordinance adopted by the San Diego County Regional Transportation Commission on May 28, 2004 at the time and by the vote stated above, which said Ordinance is on file in the office of the San Diego County Regional Transportation Commission.

DATED: May 28, 2004

  
Secretary

## **TransNet Extension 40-Year Expenditure Plan**

(in millions of 2002 dollars)

#	Expenditure Plan Component	Total <i>TransNet</i> Requirement (40-year Total)	Percent of Net	Percent of Total
1	<b>Congestion Relief Program</b>			
2	Major Transportation Corridor Improvements:	\$6,850	50.5%	48.9%
3	Freeway, Highway, & Transit Capital Projects	\$5,150	38.0%	36.8%
4	Project Specific Transit Operations	\$1,100	8.1%	7.9%
5	Freeway, Highway, & Transit Project Environmental Mitigation	\$600	4.4%	4.3%
6	Local System Improvements	\$4,480	33.0%	32.0%
7	Local Street & Road Projects	\$3,950	29.1%	28.2%
8	Local Street & Road Project Environmental Mitigation	\$250	1.8%	1.8%
9	Smart Growth Incentive Competitive Grant Program	\$280	2.1%	2.0%
10	Transit System Improvements -	\$2,240	16.5%	16.0%
11	Continuing Bus/Rail Support and Improvements, including Senior/			
12	Disabled/Youth Transit Passes and Specialized Senior/Disabled Transportation Services			
13	Sub-Total	\$13,570	100.0%	N/A
14	<b>Bicycle, Pedestrian &amp; Neighborhood Safety Grant Program</b>	\$280 *		2.0%
15	<b>Administration</b>	\$140 *		1.0%
16	<b>Oversight Committee</b>	\$10 *		0.1%
17	<b>TOTAL TransNet Funding Requirement</b>	\$14,000		100.0%
18	<b>TOTAL TransNet Funds Available</b>	\$14,000		100.0%
* These categories deducted "off the top" prior to other allocations.				



## TRANSNET EXTENSION EXPENDITURE PLAN ANALYSIS

Table	<b>TABLE 1: Congestion Relief Program - Major Transportation Corridor Improvements</b>	<i>TransNet</i> Proposal			
		<i>Total Capital Cost</i>	<i>Mitigation Cost**</i>	<i>Net Capital Cost*</i>	<i>Transit Operating Cost</i>
2	I-15	<b>\$1,400</b>	\$10	<b>\$1,390</b>	<b>\$240</b>
3	I-805	<b>\$2,100</b>	\$24	<b>\$2,076</b>	<b>\$170</b>
4	I-5 (INTERNATIONAL BORDER TO I-805)	<b>\$1,893</b>	\$21	<b>\$1,872</b>	<b>\$310</b>
5	I-5 (I-805 TO <b>VANDEGRIFT</b> )	<b>\$1,670</b>	\$60	<b>\$1,610</b>	<b>\$170</b>
6	SR-52	\$410	\$3	\$407	\$0
7	SR-94 / SR-125	\$620	\$10	\$610	\$0
<b>8</b>	<b>SR-54 / SR-125</b>	<b>\$140</b>	<b>\$1</b>	<b>\$139</b>	<b>\$0</b>
9	SR-67	\$240	\$22	\$218	\$0
10	I-8	\$30	\$1	\$29	\$0
11	SR-78	<b>\$700</b>	\$8	<b>\$692</b>	<b>\$130</b>
12	SR-76	\$180	\$16	\$164	\$0
<b>13</b>	<b>SR-56</b>	<b>\$100</b>	<b>\$1</b>	<b>\$99</b>	<b>\$0</b>
14	MID-CITY SAN DIEGO TO DOWNTOWN SAN DIEGO	<b>\$90</b>	\$1	<b>\$89</b>	<b>\$80</b>
15	CORONADO TUNNEL	\$25	\$0	\$25	\$0
16	BORDER ACCESS IMPROVEMENTS	\$25	\$0	\$25	\$0
<b>TOTAL ALL CORRIDORS</b>		<b>\$9,623</b>	<b>\$178</b>	<b>\$9,445</b>	<b>\$1,100</b>
(See FIGURE 1)	<b>TOTAL TRANSNET FUNDING REQUIREMENT</b>			<b>\$4,650</b>	<b>\$1,100</b>

<b>CORRIDOR ANALYSIS FOR TRANSNET EXTENSION</b>	\$5,750
<b>ESTIMATED FINANCING COST:</b>	\$500
<b>FREEWAY/HIGHWAY/TRANSIT PROJECT ENVIRONMENTAL MITIGATION:</b>	\$600
<b>TOTAL TRANSNET:</b>	\$6,850

### CHANGES TO MARCH 19, 2004 DRAFT VERSION SHOWN IN BOLD.

Note: Costs in millions of 2002 dollars and rounded to the nearest \$10 million, with the exception of the matching funds included for the Coronado Tunnel and Border Access Improvement projects.

\* Of the total net capital cost of \$9,445 million, *TransNet* funding is assumed to leverage approximately 50% from federal, state, and other sources. Additional matching funds are assumed to compensate for the 100% *TransNet* funds used for the Environmental Mitigation Program, reducing the *TransNet* requirement to approximately \$4,650 million.

\*\* The figures in this column represent the habitat-related mitigation costs included in the original cost estimates that will be funded out of the Environmental Mitigation Program.

## CORRIDOR ANALYSIS FOR *TRANSNET* EXTENSION

**TABLE 2: I-15 CORRIDOR**

(SEE FIGURE 2)

Project Number	Route/Facility	From	To	Existing	Improvement	TransNet Extension			
						Capital Cost	Mitigation Cost	Net Capital Cost	Operating Cost
1	I-15	SR 163	SR56	8F	8F+4ML/MB	\$220	c	\$220	
2	I-15	Centre City Pkwy	SR 78	8F	8F+4ML	\$120	c	\$120	
3	I-15	SR94	SR 163	6F/8F	8F+2HOV	\$200	\$3	\$197	
4	HOV 2 HOV	I-15	SR 78	--	E to S, N to W	\$200	\$3	\$197	
5	HOV 2 HOV	I-15	SR 94	--	S to W, E to N	\$150	\$2	\$148	
6	SR94	I-5	I-15	8F	8F+2HOV	\$80	\$1	\$79	
7	BRT Rt 610 via I15/SR94 CAPITAL	Escondido Trans Ctr	Downtown San Diego	--	No Kearny Mesa Transitway; uses HOV lanes on I-15 between Qualcomm and SR 52. Builds/upgrades 6 BRT stations, upgrades downtown stations, builds DARs in 4 locations.	\$370	\$1	\$369	
7	BRT Rt 610 via I15/SR94 OPERATIONS	Escondido Trans Ctr	Downtown San Diego	--	10 min peak only service by 2010; 10 min peak / 15 min offpeak service by 2030				\$150
8	BRT Rt 470 via I15/Mira Mesa Blvd CAPITAL	Escondido Trans Ctr	Sorrento Mesa	--	Escondido to Sorrento Mesa; Uses Rt 610 stations and DARs.	\$60	<\$1	\$60	
8	BRT Rt 470 via I15/Mira Mesa Blvd OPERATIONS	Escondido Trans Ctr	Sorrento Mesa	--	15 min peak only service from Escondido by 2016				\$90
<b>TOTAL FOR CORRIDOR:</b>						<b>\$1,400</b>	<b>\$10</b>	<b>\$1,390</b>	<b>\$240</b>

BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

c=cleared, project habitat impacts previously cleared or not included.

## CORRIDOR ANALYSIS FOR *TRANSNET* EXTENSION

**TABLE 3: I-805 CORRIDOR**

(SEE FIGURE 3)						<i>TransNet</i> Extension			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
9	I-805	SR 905	SR 54	8F	8F+2HOV, Reversible	\$150	\$2	\$148	
10	I-805	SR 54	I-8	8F	8F+4ML	\$450	\$5	\$445	
11	I-805	Mission Valley Viaduct		8F	8F+4ML	\$250	\$4	\$246	
12	I-805	I-8	I-5	8F	8F+4ML	\$380	\$6	\$374	
13	I-805 and SR 54 interchange improvements (E to S)					\$10	<\$1	\$10	
14	BRT Rt 628 via I805/SR94 CAPITAL	Otay Mesa	Downtown San Diego	--	Builds fewer DARs along I-805 reflecting changes to highway improvement; Builds 13 stations and DARs in 4 locations.	\$500	\$3	\$497	
14	BRT Rt 628 via I805/SR94 OPERATIONS	Otay Mesa	Downtown San Diego	--	15 min peak / 30 min offpeak svc by 2010; 10 min peak / 15 min offpeak service by 2020				\$120
15	SR94 HWAY	I-805	I-15	8F	8F+2HOV	\$70	\$1	\$69	
16	BRT Rt 680 via I805/I15/SR52 CAPITAL	San Ysidro	Sorrento Mesa	--	Builds 1 new station; uses DARs and stations built by routes 610 and 628.	\$70	<\$1	\$70	
16	BRT Rt 680 via I805/I15/SR52 OPERATIONS	San Ysidro	Sorrento Mesa	--	15 min peak only service by 2015; 10 min peak only service by 2030				\$50
17	SR 52	I-15	I-805	6F	6F+2HOV	\$70	\$1	\$69	
18	HOV 2 HOV	I-805	SR 52	--	W to N, S to E	\$150	\$2	\$148	
<b>TOTAL FOR CORRIDOR:</b>						<b>\$2,100</b>	<b>\$24</b>	<b>\$2,076</b>	<b>\$170</b>

BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

CORRIDOR ANALYSIS FOR <i>TRANSNET</i> EXTENSION									
TABLE 4: I-5 CORRIDOR (International Border to I-805)									
(SEE FIGURE 4)						<i>TransNet</i> Extension			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
19	I-5	SR 905	SR 54	8F	8F+2HOV	\$130	\$2	\$128	
20	I-5	SR 54	I-8	8F	8F+2HOV	\$600	\$6	\$594	
<b>21</b>	<b>I-5</b>	<b>I-8</b>	<b>I-805</b>	<b>8F</b>	<b>8F+2HOV (including environmental and preliminary engineering for I-5/I-8 interchange improvements)</b>	<b>\$193</b>	<b>\$1</b>	<b>\$192</b>	
22	Route 500 Blue Line Trolley	Improvements			Conversion to low-floor vehicles, enhanced stations, signal upgrades, extended platforms, grade separations in Chula Vista	<b>\$270</b>	\$2	<b>\$268</b>	
22	Route 500 Blue Line Trolley	Improvements			7.5 min peak / 7.5 min offpeak by 2020				<b>\$90</b>
23	Route 570 MidCoast CAPITAL	Old Town	UCSD/UTC	--	Extension of light rail transit from Old Town Transit Center to UTC via I-5 and UCSD	\$670	\$10	\$660	
23	Route 570 MidCoast OPERATIONS	Old Town	UCSD/UTC	--	15 min all day service by 2020				<b>\$110</b>
24	Route 634 Super Loop CAPITAL	UTC	UCSD	--	Signal priority, queue jumper lanes, other arterial improvements, vehicles, stations	<b>\$30</b>	<\$1	<b>\$30</b>	
24	Route 634 Super Loop OPERATIONS	UTC	UCSD	--	10 minute all day service by 2010				<b>\$110</b>
<b>TOTAL FOR CORRIDOR:</b>						<b>\$1,893</b>	\$21	<b>\$1,872</b>	<b>\$310</b>

BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

## CORRIDOR ANALYSIS FOR *TRANSNET* EXTENSION

**TABLE 5: I-5 CORRIDOR (I-805 to Vandegrift Blvd.)**

(SEE FIGURE 5)

Project Number	Route/Facility	From	To	Existing	Improvement	TransNet Extension			
						Capital Cost	Mitigation Cost	Net Capital Cost	Operating Cost
25	I-5/I-805	Merge		16F	16F+4ML	\$30	c	\$30	
26	I-5	SR 56	Leucadia Blvd	8F	8F+4ML	\$400	\$16	\$384	
27	I-5	Leucadia Blvd	<b>Vandegrift Blvd.</b>	8F	8F+4ML	<b>\$370</b>	\$11	<b>\$359</b>	
28	HOV 2 HOV	I-5	I-805	--	N to N, S to S	\$180	\$3	\$177	
29	FWY 2 FWY	I-5	SR 56	--	W to N, S to E	\$140	\$4	\$136	
30	FWY 2 FWY	I-5	SR 78	--	W to S, S to E	\$150	\$2	\$148	
31	I-5 CORRIDOR: Route 398 COASTER/BRT Route 472 (El Camino Real) CAPITAL	Improvements		--	Corridor transit improvements that would include some combination of projects from the following: <b>Coaster:</b> Vehicles, stations improvements including parking, double tracking and other improvements, Del Mar tunnel; and <b>BRT (El Camino Real/I-5):</b> Vehicles, stations, signal priority and other arterial improvements along El Camino Real, direct access ramps on I-5 south from Encinitas.	\$400	\$24	\$376	
31	I-5 CORRIDOR: Route 398 COASTER/BRT Route 472 (El Camino Real) OPERATIONS	Improvements		--	<b>Coaster:</b> 20 min peak / current offpeak svc by 2016; 20 min peak / 60 min offpeak service by 2025; <b>BRT (El Camino Real/I-5):</b> 15 min peak / 30 min offpeak service by 2020				<b>\$170</b>
<b>TOTAL FOR CORRIDOR:</b>						<b>\$1,670</b>	\$60	\$1,610	<b>\$170</b>

BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

c=cleared, project habitat impacts previously cleared or not included.

Major north-south transit service improvements are assumed for this corridor with the primary options being enhanced service on the Coaster and BRT service in the El Camino Real/I-5 Corridor.

CORRIDOR ANALYSIS FOR <i>TRANSNET</i> EXTENSION									
TABLE 6: SR-52									
(SEE FIGURE 6)						<i>TransNet</i> Extension			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
32	SR 52	I-15	SR 125	4F	6F+2ML (Reversible)	\$170	\$3	\$167	
	(I-15 - I-805 segment included in I-805 corridor for transit services; I-805/SR 52 HOV2HOV Connector included in I-805 corridor)								
33	SR 52	SR 125	SR 67	--	4F	\$240	c	\$240	
<b>TOTAL FOR CORRIDOR:</b>						<b>\$410</b>	<b>\$3</b>	<b>\$407</b>	<b>\$0</b>

c=cleared, project habitat impacts previously cleared or not included.

TABLE 7: SR-94 / SR-125									
(SEE FIGURE 6)						<i>TransNet</i> Extension			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
34	SR 94 and SR 125 Interchange				W to N, S to E	\$110	\$2	\$108	
	(I-805 to I-5 segments included in I-15 and I-805 corridors for transit services)								
35	SR 94	SR 125	Steele Canyon	4F/4C-2C	Widen to 6-lane freeway from SR 125 to Avocado Blvd and provide 4-lane conventional highway from Avocado Blvd to Steele Canyon	\$90	\$2	\$88	
36	SR 94/SR 125	I-805	I-8	8F	8F+2HOV	\$350	\$5	\$345	
37	Route 520 Orange Line Trolley CAPITAL	Improvements		--	Conversion to low-floor vehicles, enhanced stations, signal upgrades, extended platforms. Current headway.	\$70	\$1	\$69	
<b>TOTAL FOR CORRIDOR:</b>						<b>\$620</b>	<b>\$10</b>	<b>\$610</b>	<b>\$0</b>

CORRIDOR ANALYSIS FOR <i>TRANSNET</i> EXTENSION									
TABLE 8: SR-54 / SR-125									
(SEE FIGURE 6)						<i>TransNet Extension</i>			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
38	SR 54/SR 125	I-805	SR 94	4F+2/6 F	Widen to provide a continuous 6F+2 HOV Facility	\$140	\$1	\$139	
TOTAL FOR CORRIDOR:						\$140	\$1	\$139	\$0

TABLE 9: SR-67									
(SEE FIGURE 6)						<i>TransNet Extension</i>			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
39	SR 67	Mapleview St	Dye Rd	2C	4C - To be constructed with environmental enhancements	\$240	\$22	\$218	
TOTAL FOR CORRIDOR:						\$240	\$22	\$218	\$0

TABLE 10: I-8 CORRIDOR									
(SEE FIGURE 6)						<i>TransNet Extension</i>			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
40	I-8	Second St	Los Coches	4F	6F	\$30	\$1	\$29	
TOTAL FOR CORRIDOR:						\$30	\$1	\$29	\$0

## CORRIDOR ANALYSIS FOR TRANSNET EXTENSION

**TABLE 11: SR-78**

(SEE FIGURE 7)						TransNet Extension			
Project Number	Route/Facility	From	To	Existing	Improvement	Capital Cost	Mitigation Cost	Net Capital Cost	Operating Cost
41	SR 78	I-5	I-15	6F	6F+2HOV	<b>\$500</b>	\$5	<b>\$495</b>	
	FWY 2 FWY	I-5	SR 78		Included in I-5 North Coast Corridor				
	HOV 2 HOV	I-15	SR 78		Included in I-15 Corridor				
42	SR 78 Corridor Route 399 SPRINTER/ BRT Route 471 (Palomar Airport Rd) CAPITAL	Improvements		--	Corridor transit improvements that would include some combination of projects from the following: <b>SPRINTER:</b> double tracking, North County Fair extension, some grade separations; and <b>BRT (Palomar Airport Rd):</b> vehicles, signal priority and other arterial improvements; builds 18 stations	\$200	\$3	\$197	
42	SR 78 Corridor Route 399 SPRINTER/ BRT Route 471 (Palomar Airport Rd) OPERATIONS	Improvements		--	<b>SPRINTER:</b> 15 min peak / current offpeak svc by 2016, 15 min all day service by 2030; <b>BRT (Palomar Airport Rd):</b> 15 min peak / 30 min off peak service by 2020				<b>\$130</b>
<b>TOTAL FOR CORRIDOR:</b>						<b>\$700</b>	<b>\$8</b>	<b>\$692</b>	<b>\$130</b>

BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

Major east-west transit service improvements are assumed for this corridor with the primary options being enhanced service on the Sprinter and BRT service in the Palomar Airport Rd / San Marcos Blvd Corridor.

**TABLE 12: SR-76**

(SEE FIGURE 7)						TransNet Extension			
Project Number	Route/Facility	From	To	Existing	Improvement	Capital Cost	Mitigation Cost	Net Capital Cost	Operating Cost
43	SR 76	Melrose Dr	I-15	2C	4C - (Mission Road to I-15 segment to be constructed with environmental enhancements)	\$180	\$16	\$164	
<b>TOTAL FOR CORRIDOR:</b>						<b>\$180</b>	<b>\$16</b>	<b>\$164</b>	<b>\$0</b>



CORRIDOR ANALYSIS FOR <i>TRANSNET</i> EXTENSION									
TABLE 13: SR-56									
(SEE FIGURE 7)						<i>TransNet Extension</i>			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
44	SR 56	I-5	I-15	4F	6F	\$100	\$1	\$99	
TOTAL FOR CORRIDOR:						\$100	\$1	\$99	\$0

TABLE 14: MID-CITY SAN DIEGO TO DOWNTOWN SAN DIEGO									
(SEE FIGURE 7)						<i>TransNet Extension</i>			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
45	BRT Showcase Rt 611 via El Cajon&Park Blvds CAPITAL	SDSU	Downtown San Diego	--	Signal priority, queue jumper lanes, other arterial improvements, vehicles; builds 13 stations and upgrades to downtown stations	\$90	\$1	\$89	
45	BRT Showcase Rt 611 via El Cajon&Park Blvds OPERATIONS	SDSU	Downtown San Diego	--	10 min peak / 15 min offpeak by 2006		-		\$80
TOTAL FOR CORRIDOR:						\$90	\$1	\$89	\$80

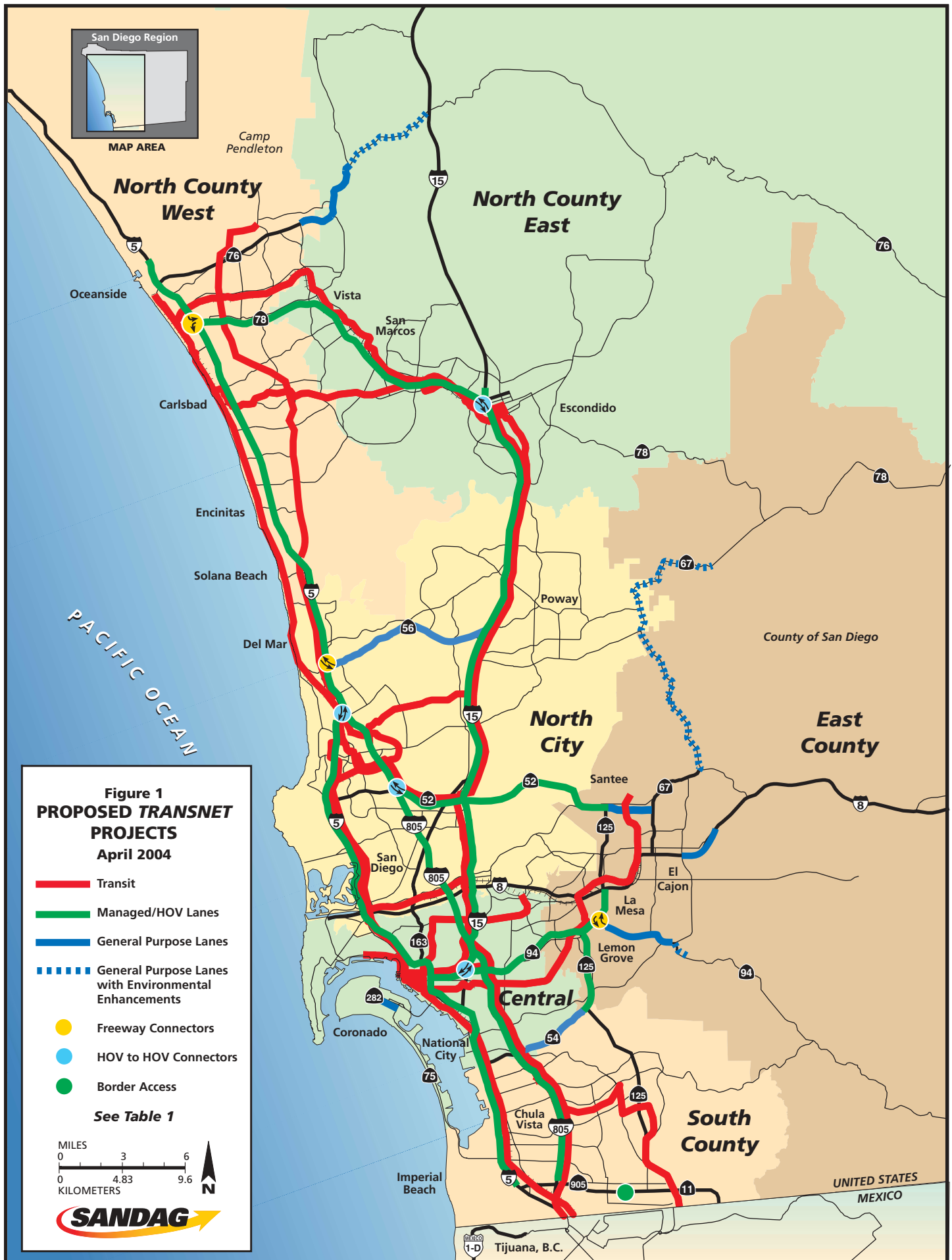
BRT capital costs include new and/or improved stations, direct access ramps (DARs), vehicles, right of way, and arterial priority measures.

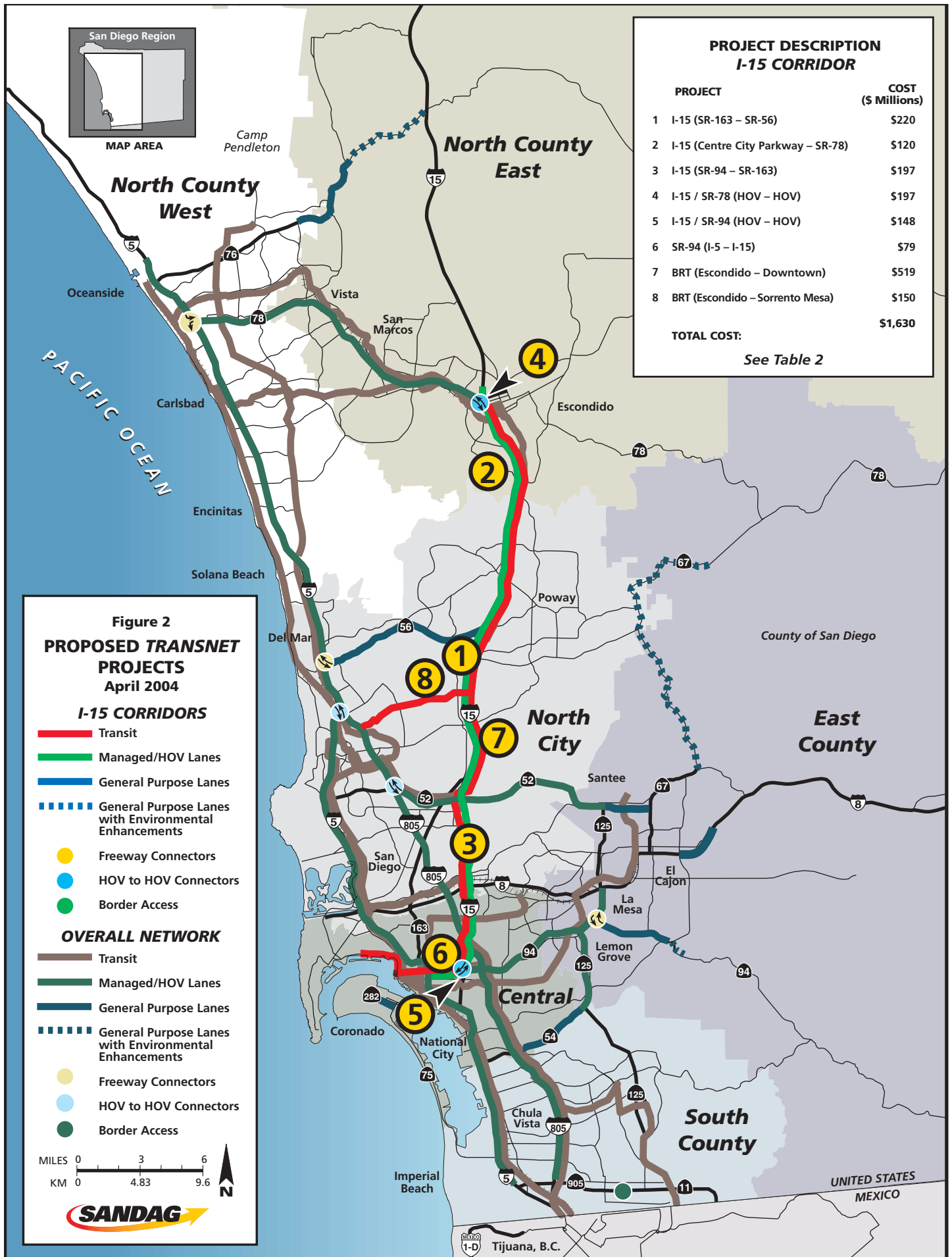
CORRIDOR ANALYSIS FOR <i>TRANSNET</i> EXTENSION									
TABLE 15: CORONADO TUNNEL									
(SEE FIGURE 7)						<i>TransNet</i> Extension			
<i>Project Number</i>	<i>Route/Facility</i>	<i>From</i>	<i>To</i>	<i>Existing</i>	<i>Improvement</i>	<i>Capital Cost</i>	<i>Mitigation Cost</i>	<i>Net Capital Cost</i>	<i>Operating Cost</i>
46	SR75/SR 282	Glorietta Blvd	Alameda Blvd	--	Tunnel Construction Match Only	\$25	c	\$25	
<b>TOTAL FOR CORRIDOR:</b>						\$25	\$0	\$25	\$0

c=cleared, project habitat impacts previously cleared or not included.

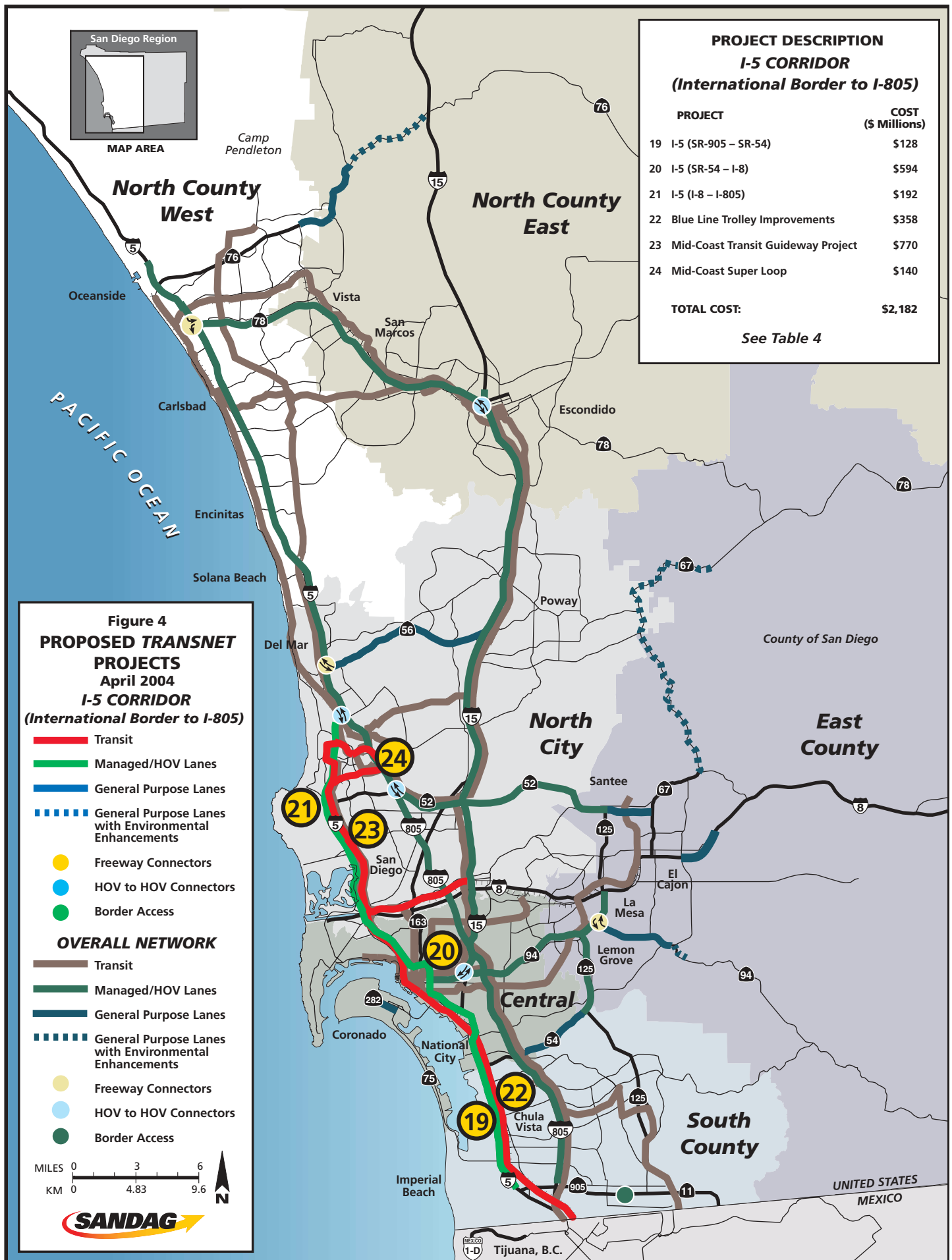
TABLE 16: BORDER ACCESS IMPROVEMENTS									
(SEE FIGURE 7)						TransNet Extension			
Project Number	Route/Facility	From	To	Existing	Improvement	Capital Cost	Mitigation Cost	Net Capital Cost	Operating Cost
47	Border Access Improvements	Miscellaneous improvements to enhance access in the border area.		--	Construction Match	\$25	c	\$25	
TOTAL FOR CORRIDOR:						\$25	\$0	\$25	\$0

c=cleared, project habitat impacts previously cleared or not included.

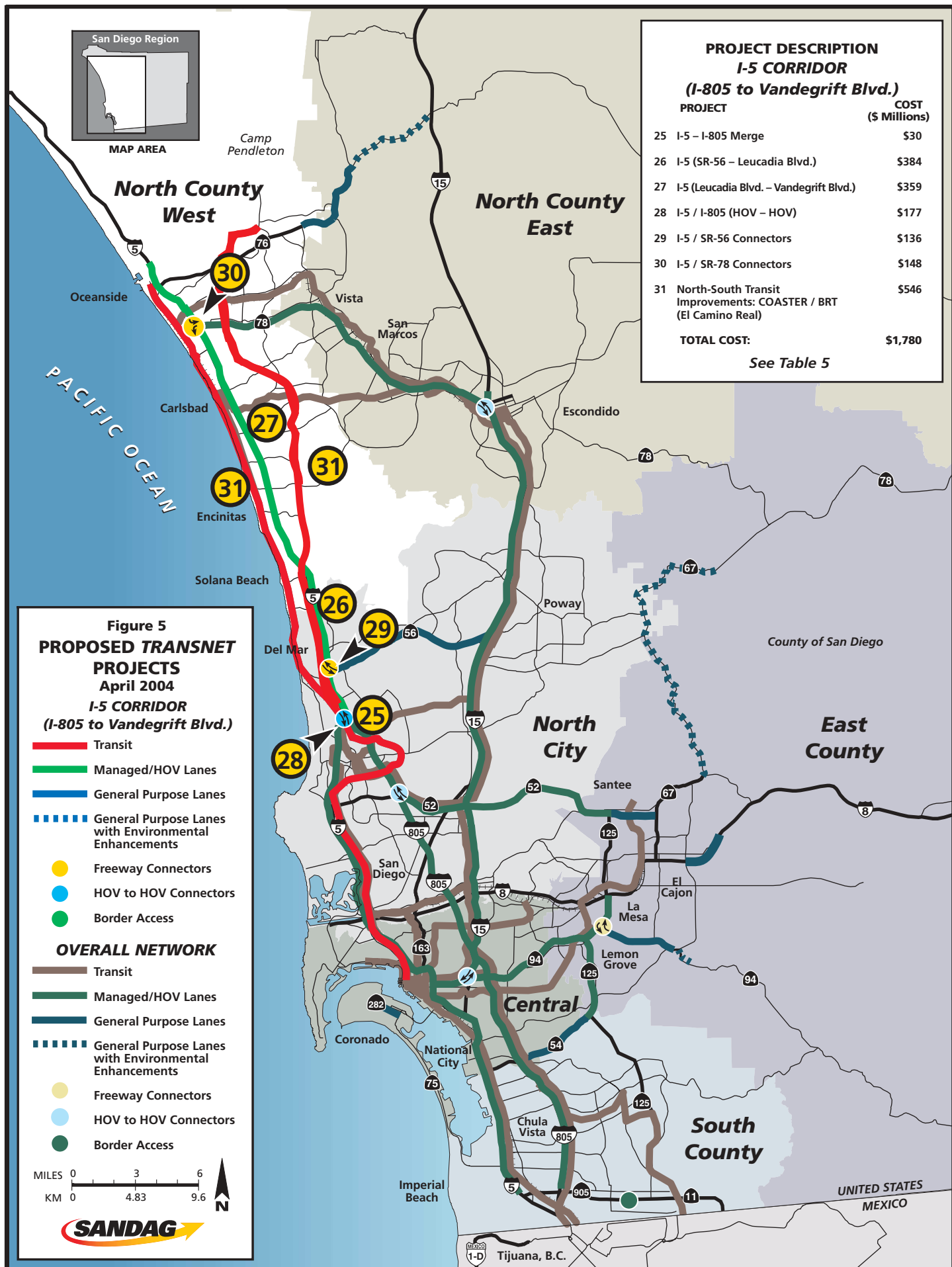






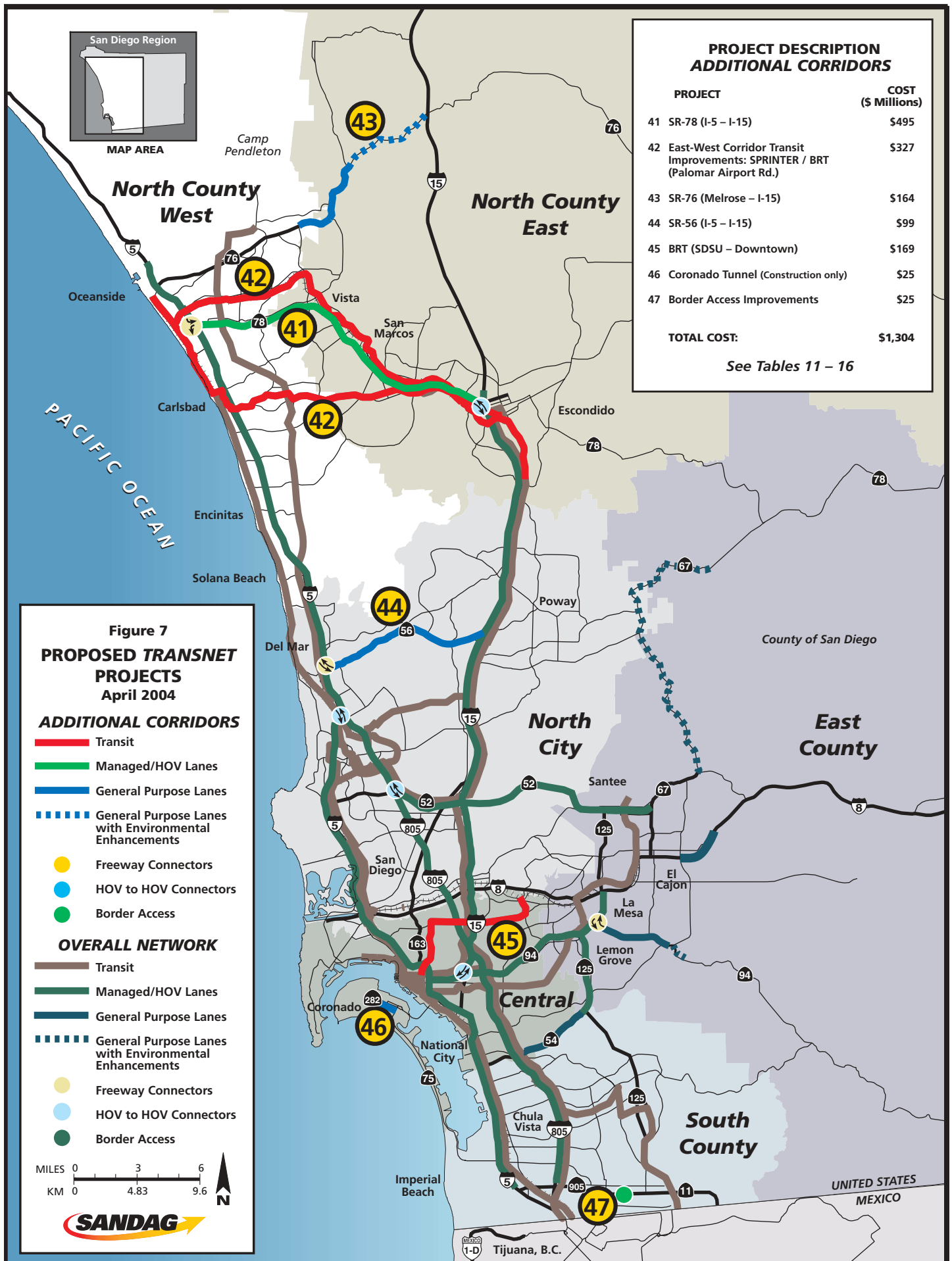












## ***TRANSNET EXTENSION ENVIRONMENTAL MITIGATION PROGRAM (EMP)***

### **PRINCIPLES**

1. The TransNet Extension Expenditure Plan shall include a funding allocation category entitled "Transportation Project Environmental Mitigation Program."
2. The Environmental Mitigation Program (EMP) shall include an allocation for the estimated direct costs for mitigation of upland and wetland habitat impacts for regional transportation projects included in the proposed TransNet Expenditure Plan, as well as for regional projects that are included in the adopted 2030 Regional Transportation Plan Mobility Network. The "mitigation costs," including land acquisition, restoration, management, and monitoring, for these regional projects are estimated at approximately \$450 million. Funds for direct mitigation, management and monitoring of these projects shall be placed into a "Transportation Project Mitigation Fund," where they can be used as partial funding for regional acquisition, habitat management and monitoring activities related to implementation of the Multiple Species Conservation Program (MSCP), the Multiple Habitat Conservation Program (MHCP), and future amendments thereto.
3. The EMP shall also include an allocation for the estimated direct costs for mitigation of upland and wetland habitat impacts for local transportation projects, in a total amount not to exceed \$200 million. Funds for direct mitigation of these projects shall also be placed in the "Transportation Project Mitigation Fund" outlined in Section 2 above.
4. The EMP shall also include a funding allocation for the estimated economic benefits of incorporating specified regional and local transportation projects into applicable habitat conservation plans, thereby allowing mitigation requirements for covered species to be fixed, and allowing mitigation requirements to be met through purchase of land in advance of need in larger blocks at a lower cost. The benefits of this approach are estimated at approximately \$200 million (\$150 million for regional projects and \$50 million for local projects). This amount will be allocated to a "Regional Habitat Conservation Fund," which will be made available for regional habitat acquisition, management and monitoring activities necessary to implement the MSCP and MHCP described in Section 2 above. Therefore, the total funding allocation for the Environmental Mitigation Program shall be set at \$850 million.
5. SANDAG shall work with the Wildlife Agencies (California Department of Fish and Game and the US Fish and Wildlife Service) and permit holders under the MSCP and MHCP to establish a regional entity that will be responsible for the allocation of funding included in the "Regional Habitat Conservation Fund" in accordance with the goals and policies of said plans. In addition, this entity will provide recommendations regarding the structure and content of future funding measures as described in Section 10 below.
6. Land acquisitions, and management and monitoring activities, that result from the implementation of this program shall receive credit toward the "regional funding obligations," if any, under the applicable habitat conservation plans, with the exception that land acquisitions in the MSCP planning area (as designated and permitted as of April 9, 2004) shall not count toward the regional funding obligation for land acquisition (currently estimated at 10,267 acres) established for that program.

7. In order to provide the economic benefits of the proposed EMP, the participating local jurisdictions shall apply for, and the Wildlife Agencies shall process, requests for any necessary amendments to the previously adopted MSCP and related agreements and permits, to include Regional Transportation Plan (RTP) transportation projects as “covered projects” under this plan pursuant to the standards in effect at that time for the remaining life of those plans. For projects in the planning areas of the MHCP and proposed MSCP North County Suburban for unincorporated North County, the participating local jurisdictions shall include RTP projects in their proposed plans and implementing agreements, and the Wildlife Agencies will process those plans and agreements so as to provide coverage for RTP projects for the life of those plans.
8. The expenditure of funds included in this allocation category shall be phased over time in order to allow goals of regional habitat acquisition, management and monitoring to be met, while also meeting the requirements for individual transportation projects. The timeframe by which the phasing will be done will allow for the early acquisition of land within the first 10 years of the permits and/or amended permits with corresponding funds available for management and monitoring. In addition, mitigation land for projects in the planning area covered in the proposed MSCP for unincorporated North County shall be purchased within the multiple habitat planning area designated for that plan, while mitigation for projects in the adopted MSCP and MHCP planning areas shall be purchased within the multiple habitat planning areas designated for those plans, unless otherwise approved by SANDAG, the Wildlife Agencies, and affected permit holders. As transportation projects are completed, if it is determined that the actual direct costs for mitigation of upland and wetland habitat impacts are less than those that were estimated in Section 2 above, those cost savings shall be transferred to the “Regional Habitat Conservation Fund” described in Section 4 above.
9. In addition to the direct economic benefits associated with inclusion of these projects in the MSCP and MHCP, SANDAG and the Wildlife Agencies both recognize the value of expedited processing of environmental documents for individual transportation projects by all involved Federal, State, and regional agencies. Therefore, SANDAG and the Wildlife Agencies shall actively support efforts to accomplish complete review of environmental documents within reduced timeframes. To the extent that the processing time required for such documents is reduced, the value of expedited processing shall be allocated equally between transportation-related expenditures and the “Regional Habitat Conservation Fund”. SANDAG and the Wildlife Agencies will develop guidelines for implementing this principle within one year of the passage of the TransNet extension.
10. SANDAG agrees to act on additional regional funding measures (a ballot measure and/or other secure funding commitments) to meet the long-term requirements for implementing habitat conservation plans in the San Diego region, within the timeframe necessary to allow a ballot measure to be considered by the voters no later than four years after passage of the TransNet Extension. In the event that such future funding measures generate funding to fully meet regional habitat acquisition and management requirements, SANDAG is authorized to reallocate excess funds included in the “Regional Habitat Conservation Fund” to local transportation projects.

11. In the event that SANDAG and its member agencies are not able to obtain coverage for transportation projects the MSCP and MHCP in accordance with the principles set forth above, the funding allocations set forth in this program shall be made available to meet habitat mitigation requirements of transportation projects, either through an alternative program that is acceptable to SANDAG, its member agencies, and the Wildlife Agencies, or through environmental review and permitting of individual projects under existing regulatory procedures.

## **TransNet Expenditure Plan:**

### **Environmental Enhancement Criteria Mitigating Highway 67, 76, and 94 Expansion Impacts**

Segments of Highways SR 67, SR 76 and SR 94 are proposed for expansion from two to four lanes through funding identified in the *TransNet* Expenditure Plan. The proposed expansions will have substantial direct and indirect impacts to plant and animal species and to the regional wildlife movement corridors bisected by the roads. These corridors are essential “infrastructure” for our region’s nationally-recognized habitat preservation plans.

Very high levels of road kill are a significant existing condition on all of these highway segments, which could be exacerbated by the increased traffic along the expanded highways should they be widened. Direct and indirect impacts to sensitive plant and animal populations, and to the function of the wildlife corridors, should be mitigated in order to produce an on-site “net-benefit” to species and to the movement of wildlife along these wildlife corridors.

In order to accomplish this objective, it is necessary that the adopted *TransNet* Expenditure Plan include policy language and directives that insures the “net benefit” mitigation standard is met. This will require a comprehensive baseline analysis of existing and future conditions, adoption of measures to mitigate direct and indirect impacts to species, adoption of measures to accommodate species-specific wildlife movement through the corridors, and implementation of capital project designs that can reduce impacts.

Biological analysis and recommendations need to be consistent with Multiple Species Conservation Program (MSCP) and Multiple Habitat Conservation Program (MHCP) goals and objectives, data, and protocols. Analysis will commence at the time of, or prior to, *TransNet* funding availability.

Key road segments:

- SR67, Maplevue to Dye Road
- SR76, Melrose to I-15
- SR94, Jamacha Road to Steele Canyon Road

## **TransNet Extension**

### **REGIONAL TRANSPORTATION CONGESTION IMPROVEMENT PROGRAM**

Providing new transportation services and facilities is an expensive undertaking. Not providing them, however, will result in a decreased quality of life due to significant increases in traffic congestion, degrading mobility throughout the San Diego region. As SANDAG's Regional Transportation Plan explains, our challenge is especially critical for the Regional Arterial System, which is forecast to carry an increasingly significant amount of traffic volume. The SANDAG Board recognizes the need to establish a new Regional Transportation Congestion Improvement Program (RTCIP) that ensures future development will contribute its share toward funding and mitigating new traffic impacts on the Regional Arterial System.

#### **A. Funding Program**

1. Section 9 of the TransNet Ordinance requires that local jurisdictions establish a program or mechanism that provides \$2,000 per new residential unit for the purpose of funding the Regional Arterial System, including SR 75. For purposes of the RTCIP, the Regional Arterial System is defined in SANDAG's most recent and adopted Regional Transportation Plan. Each jurisdiction's program or mechanism shall be known as a "Funding Program." Local jurisdictions may choose to implement a Funding Program through a development impact fee program or other exactions from the private sector.
2. In the event a jurisdiction(s) chooses to establish a development impact fee program to meet its Funding Program requirements, said program shall be consistent with Government Code Section 66000 et seq.
3. SANDAG will be responsible for producing the required nexus study to satisfy the requirements of California Government Code Section 66000 et seq. for Funding Programs utilizing a development impact fee. The first draft of the regional nexus study shall be presented to the SANDAG Board within nine months of the successful reauthorization of *TransNet*.
4. In no case will non-residential development be subject to a development impact fee to meet the requirements of Section 9 of the TransNet Ordinance.
5. Each jurisdiction's Funding Program shall be submitted for review by the Independent Taxpayer Oversight Committee (ITOC) referred to in Section 11 of the TransNet Ordinance prior to April 1, 2008, approved by Regional Transportation Commission by June 1, 2008 and shall become operative on July 1, 2008. Failure to submit a Funding Program for review by the ITOC by April 1 of any year beginning April 1, 2008 shall result in that jurisdiction losing eligibility to receive funding for local streets and roads under Section 4(D)(1) of the Ordinance until July 1 of the following year.

## **B. Purpose**

1. The purpose of each jurisdiction's Funding Program is to provide additional revenue to fund those facility and service improvements on the Regional Arterial System necessitated by development of newly constructed residences.

## **C. Fee Adjustment**

1. The fee amount per residential unit shall be adjusted by SANDAG on July 1 of each year beginning July 1, 2009 based upon the Engineering Construction Cost Index as published by the Engineering News Record or similar cost of construction index.
2. Any increase shall not exceed the percentage increase set forth in the construction index. In no event, however, shall the increase be less than two percent per year. The purpose of this annual adjustment is to retain purchasing power in anticipation of future inflation.

## **D. Expenditure of Funding Program Revenues**

1. Revenues collected under Section 9 of the TransNet Ordinance shall be deposited into each jurisdiction's Funding Program for use on the Regional Arterial System as described in this Subsection D.
2. Revenue collected through the Funding Programs shall be used to construct transportation improvements on the Regional Arterial System such as new arterial roadway lanes, turning lanes, reconfigured freeway-arterial interchanges, railroad grade separations and new regional express bus services, or similar types of improvements, preliminary and final engineering, right of way acquisition, and construction that will be needed to accommodate future travel demand generated by new development throughout the San Diego region. A reasonable portion of the program revenue, up to a maximum of three percent, may be used for fund administration.
3. Expenditure of the Funding Program revenues shall be in a manner consistent with the expenditure priorities in SANDAG's most recent and adopted long-range Regional Transportation Plan and with Section 5 of the TransNet Ordinance. To maximize the effective use of these Funding Program revenues, they may be transferred, loaned, or exchanged in accordance with the requirements of Section 7 of the TransNet Ordinance.

## **E. Exemptions**

The following development types shall be exempt from the Funding Program requirements:

1. New moderate, low, very low, and extremely low income residential units as defined in Health & Safety Code sections 50079.5, 50093, 50105, 50106, and by reference in Government Code section 65585.1.

2. Government/public buildings, public schools and public facilities.
3. The rehabilitation and/or reconstruction of any legal, residential structure and/or the replacement of a previously existing dwelling unit.
4. All new, rehabilitated, and/or reconstructed non-residential structures.
5. Development Projects which are the subject of a Public Facilities Development Agreements (pursuant to applicable Government Code Sections) prior to the effective date of this ordinance, wherein the imposition of new fees are expressly prohibited, provided, however that, if the term of such a Development Agreement is extended after July 1, 2008, the requirements of this funding program shall be imposed.
6. Guest Dwellings
7. Additional residential units located on the same parcel regulated by the provisions of any agricultural zoning.
8. Kennels and Catteries established in conjunction with an existing residential unit.
9. The sanctuary building of a church, mosque, synagogue, or other house of worship, eligible for property tax exemption.
10. Residential units that have been issued a building permit prior to July 1, 2008.
11. Condominium conversions

#### **F. Credits**

1. If a developer funds or constructs improvements on the Regional Arterial System and/or ~~as~~ that arise out of SANDAG's Congestion Management Program, the developer shall receive credit for the costs associated with the arterial improvements, offsetting the revenue requirements of the Funding Program. Such credits shall only apply to the Funding Program for the jurisdiction in which the residential unit was developed.
2. In special circumstances, when a developer constructs off-site improvements such as an interchange, bridge, or railroad grade separation, credits shall be determined by the local jurisdiction in consultation with the developer.
3. The amount of the credit shall not exceed the revenue requirements of the most current Funding Program or actual cost, whichever is less.
4. The local jurisdictions shall compare facilities in their Funding Program, against the Regional Arterial System and eliminate any overlap in its Funding Program except where there is a legally recognized benefit district established.



5. If there is a legally recognized benefit district established, the local agency may credit that portion of the facility identified in both programs against its Funding Program.

**G. Procedures for the Levy, Collection and Disposition of Funding Program Revenues**

1. Each jurisdiction shall establish and implement a procedure to levy and collect its required contribution to the RTCIP in its Funding Program document.
2. Each jurisdiction shall determine its own schedule for collecting and/or contributing private sector exactions to its Funding Program. This schedule shall be kept up-to-date and provided to SANDAG and the Independent Taxpayers Oversight Committee each year at the time of the annual review and audit. Each jurisdiction must submit its Funding Program documents, including an expenditure plan and financial records pertaining to its Funding Program, to the Independent Taxpayer Oversight Committee for a review and audit by July 1 of each year beginning July 1, 2009. The Taxpayer Independent Oversight Committee shall review each jurisdiction's Funding Program consistent with its auditing role as described in Section 11 of the Ordinance and the Statement of Understanding referenced in that Section.
3. Funding Program revenue requirements shall not be waived.
4. Each jurisdiction shall have up to but no more than seven fiscal years to expend Funding Program revenues on the Regional Arterial Systems projects. The seven year term shall commence on the first day of July following the jurisdiction's receipt of the revenue. At the time of the review and audit by the Independent Taxpayer Oversight Committee, each jurisdiction collecting a development impact fee to meet the requirements of its Funding Program shall provide the Committee with written findings for any expended, unexpended and uncommitted fees in their Program Fund and demonstrates a reasonable relationship between the fee and the purpose for which it was charged, consistent with the requirements of Government Code Section 66000 et seq. Unless a planned need for such fees can be demonstrated and a justification for the delay can be provided that is acceptable to the Taxpayer Independent Oversight Committee, the unexpended or uncommitted portion of the Funding Program revenues shall be transferred to the Regional Transportation Commission (SANDAG) to be expended within three years on qualified projects within the same subregion. Contributions to the Funding Program not committed or expended by the tenth anniversary date of the July 1 following collection shall be refunded to the current record owner of the development project on a prorated basis. In no case will a refund be more than was initially contributed to the Funding Program.
5. The Independent Taxpayers Oversight Committee identified in Section 11 of the Ordinance shall be responsible for issuing an annual audit statement on each jurisdiction's compliance with requirements of Section 9 of the TransNet Ordinance by October 1 of each year beginning October 1, 2009. SANDAG will report to the Board on the RTCIP and the annual audit statement in November of each year beginning in November 2009.

## **STATEMENT OF UNDERSTANDING REGARDING THE IMPLEMENTATION OF THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE FOR THE *TRANSNET* PROGRAM**

### **Purpose of the ITOC**

The Independent Taxpayer Oversight Committee (ITOC) is intended to provide an increased level of accountability for expenditures made under the *TransNet Extension*, in addition to the independent annual fiscal and compliance audits required under the existing *TransNet* program. The ITOC should function in an independent, open and transparent manner to ensure that all voter mandates are carried out as required in the Ordinance and Expenditure Plan, and to develop positive, constructive recommendations for improvements and enhancements to the financial integrity and performance of the *TransNet* program.

### **Intent of the ITOC as a Functional Partner to SANDAG**

The TransNet Ordinance contains a summary of the ITOC's role and responsibilities consistent with the above Purpose. In this document, additional and supplementary details with regard to the ITOC are delineated. These pertain to the process for selecting members of ITOC, terms and conditions governing membership, responsibilities, funding and administration, and conflict of interest provisions.

It is noteworthy that these details have been developed in a cooperative process between SANDAG and representatives of the San Diego County Taxpayers Association, and with the involvement of other transportation professionals within the region. This document is understood to provide the basis for describing how the ITOC will function once the Ordinance is approved.

In addition to the details outlined in this document the intent that provides the foundation for the desired partnership between ITOC and SANDAG, as viewed by the principal authors, is summarized as follows:

- Resource—it is the intent that the ITOC will serve as an independent resource to assist in SANDAG's implementation of *TransNet* projects and programs. The Committee's membership is designed to provide to SANDAG a group of professionals who, collectively, can offer SANDAG the benefit of their experience to advance the timely and efficient implementation of TransNet projects and programs. The ITOC will work in a public way to ensure all deliberations are conducted in an open manner. Regular reports from the ITOC to the SANDAG Board of Directors (or policy committees) are expected with regard to program and project delivery, and overall performance.
- Productive—it is the intent that the ITOC will rely upon data and processes available at SANDAG, studies initiated by the ITOC, and other relevant data generated by reputable sources. It is understood, however, that SANDAG will be continuously striving to improve the reliability of data and to update analytical and modeling processes to be consistent with the state-of-the-art, and that the ITOC will be kept abreast of any such efforts, and invited to participate in development of such updates in a review capacity.

- Cost-efficient—it is the intent that the ITOC will not add cost burden to SANDAG's implementation of the TransNet program and projects. Rather, through a cooperative and productive working relationship between ITOC and the SANDAG implementation team, it is the objective that costs will be saved.
- Flexible—it is the intent that the ITOC will assist SANDAG to be opportunistic to take advantage of changing situations in the future with regard to technologies and transportation developments. Therefore, the provisions contained below are viewed through 2048 based upon a 2004 perspective and are not meant to be unduly restrictive on ITOC's and SANDAG's roles and responsibilities.

### **Membership and Selection Process**

1. Membership: There shall be seven ITOC voting members with the characteristics described below. The intent is to have one member representing each of the specified areas of expertise. If, however, after a good faith effort, qualified individuals have not been identified for one or more of the areas of expertise, then no more than two members from one or more of the remaining areas of expertise may be selected. For each of the areas of expertise listed below, an individual representing one of the region's colleges or universities with a comparable level of academic experience also would be eligible for consideration.
  - A professional in the field of municipal/public finance and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector.
  - A licensed architect, civil engineer or traffic engineer with demonstrated experience of ten years or more in the fields of transportation and/or urban design in government or the private sector.
  - A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
  - A professional with demonstrated experience of ten years or more in the management of large-scale construction projects.
  - A licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years experience in a relevant and senior decision making position in the government or private sector.
  - The chief executive officer or person in a similar senior-level decision making position, of a major private sector employer with demonstrated experience in leading a large organization.
  - A professional in biology or environmental science with demonstrated experience of ten years or more with environmental regulations and major project mitigation requirements and/or habitat acquisition and management.
  - Ex-Officio Members: SANDAG Executive Director and the San Diego County Auditor

The criteria established for the voting members of the ITOC are intended to provide the skills and experience needed for the ITOC to carry out its responsibilities and to play a valuable and constructive role in the ongoing improvement and enhancement of the *TransNet* program.

Applications will be requested from individuals interested in serving on the ITOC through an open, publicly noticed solicitation process.

2. **Technical Screening Committee:** A technical screening committee will be established to review applications received from interested individuals. This committee will consist of three members selected by the SANDAG Executive Director from high-level professional staff of local, regional, state or federal transportation agencies outside of the San Diego region, or from one of the region's colleges or universities in a transportation-related field, or a combination thereof. The committee will develop a list of candidates determined to be qualified to serve on the ITOC based on the criteria established for the open position(s) on the ITOC. The technical screening committee will recommend two candidates for each open position from the list of qualified candidates for consideration by the Selection Committee. The recommendations shall be made within 30 days of the noticed closing date for applications.
3. **Selection Committee:** A selection committee shall be established to select the ITOC members from the list of qualified candidates recommended by the technical screening committee. The selection committee shall consist of the following:
  - Two members of the County of San Diego Board of Supervisors
  - The Mayor of the City of San Diego
  - A mayor from the Cities of Chula Vista, Coronado, Imperial Beach, or National City selected by the mayors of those cities.
  - A mayor from the Cities of El Cajon, La Mesa, Lemon Grove, or Santee selected by the mayors of those cities.
  - A mayor from the Cities of Carlsbad, Del Mar, Encinitas, Oceanside, or Solana Beach selected by the mayors of those cities.
  - A mayor from the Cities of Escondido, Poway, San Marcos, or Vista selected by the mayors of those cities.

The selection of ITOC members shall be made within 30 days of the receipt of recommendations from the technical screening committee. All meetings of the selection committee shall be publicly noticed and conducted in full compliance with the requirements of the Brown Act. Should the selection committee be unable to reach agreement on a candidate from the qualified candidates recommended by the technical screening committee, the selection committee shall request the technical screening committee to recommend two additional qualified candidates for consideration.

#### **Terms and Conditions for ITOC members**

- ITOC members shall serve a term of four years, except that initial appointments may be staggered with terms of two to four years.
- ITOC members shall serve without compensation except for direct expenses related to the work of the ITOC.
- In no case shall any member serve more than eight years on the ITOC.

- If and when vacancies in the membership of the ITOC occur, the same selection process as outlined above shall be followed to select a replacement to fill the remainder of the term. At the completion of a term, eligible incumbent members will need to apply for reappointment for another term.
- Term limits for ITOC members should be staggered to prevent significant turnover at any one time. The initial appointment process should be based on this staggered term limit concept.

## **ITOC Responsibilities**

The ITOC shall have the following responsibilities:

1. Conduct an annual fiscal and compliance audit of all TransNet-funded activities using the services of an independent fiscal auditor to assure compliance with the voter-approved Ordinance and Expenditure Plan. This annual audit will cover all recipients of TransNet funds during the fiscal year and will evaluate compliance with the maintenance of effort requirement and any other applicable requirements. The audits will identify expenditures made for each project in the prior fiscal year and will include the accumulated expenses and revenues for ongoing, multi-year projects.
2. Prepare an annual report to the SANDAG Board of Directors presenting the results of the annual audit process. The report should include an assessment of the consistency of the expenditures of *TransNet* funds with the Ordinance and Expenditure Plan and any recommendations for improving the financial operation and integrity of the program for consideration by the SANDAG Board of Directors. This consistency evaluation will include a review of expenditures by project type for each local jurisdiction. The ITOC shall share the initial findings of the independent fiscal audits and its recommendations with the SANDAG Transportation Committee 60 days prior to their release to resolve inconsistencies and technical issues related to the ITOC's draft report and recommendations. Once this review has taken place, the ITOC shall make any final amendments it deems appropriate to its report and recommendations, and adopt its report for submission directly to the SANDAG Board of Directors and the public. The ITOC shall strive to be as objective and accurate as possible in whatever final report it adopts. Upon completion by the ITOC, the report shall be presented to the SANDAG Board of Directors at its next regular meeting and shall be made available to the public.
3. Conduct triennial performance audits of SANDAG and other agencies involved in the implementation of TransNet-funded projects and programs to review project delivery, cost control, schedule adherence and related activities. The review should include consideration of changes to contracting, construction, permitting and related processes that could improve the efficiency and effectiveness of the expenditure of TransNet revenues. These performance audits shall be conducted using the services of an independent performance auditor and should include a review of the ITOC's performance. A draft of the ITOC's report and recommendations regarding the performance audits shall be made available to the SANDAG Transportation Committee at least 60 days before its final adoption by the ITOC to resolve inconsistencies and technical issues related to the ITOC's draft report and recommendations. Once this review has taken place, the ITOC shall make any final amendments it deems appropriate to its report and related recommendations, and adopt its report for presentation directly to the SANDAG Board of Directors and the public. The ITOC shall strive to be as

objective and constructive as possible in the text and presentation of the performance audits. Upon completion by the ITOC, the report shall be presented to the SANDAG Board of Directors at its next regular meeting and shall be made available to the public.

4. Provide recommendations to the SANDAG Board of Directors regarding any proposed amendments to the Ordinance and Expenditure Plan.
5. Provide recommendations as part of the 10-year review process. This process provides an opportunity to undertake a comprehensive review of the TransNet program every 10 years and to make recommendations for improving the program over the subsequent 10 years. This review process should take into consideration the results of the TransNet-funded improvements as compared to the performance standards established through the Regional Transportation Plan and the Regional Comprehensive Plan.
6. Participate in the ongoing refinement of SANDAG's transportation system performance measurement process and the project evaluation criteria used in development of the Regional Transportation Plan (RTP) and in prioritizing projects for funding in the Regional Transportation Improvement Program. The focus of this effort will be on TransNet-funded projects. Based on the periodic updates to the RTP, as required by state and federal law, the oversight committee shall develop a report to the SANDAG Transportation Committee, the SANDAG Board of Directors and the public providing recommendations for possible improvements and modifications to the TransNet program.
7. On an annual basis, review ongoing SANDAG system performance evaluations, including SANDAG's "State of the Commute" report, and provide an independent analysis of information included in that report. This evaluation process is expected to include such factors as level of service measurements by roadway segment and by time of day, throughput in major travel corridors, and travel time comparisons by mode between major trip origins and destinations. Such information will be used as a tool in the RTP development process.
8. Review and comment on the programming of *TransNet* revenues in the Regional Transportation Improvement Program (RTIP). This provides an opportunity for the ITOC to raise concerns regarding the eligibility of projects proposed for funding before any expenditures are made. In addition to a general eligibility review, this effort should focus on significant cost increases and/or scope changes on the major corridor projects identified in the Ordinance and Expenditure Plan.
9. Review proposed debt financings to ensure that the benefits of the proposed financing for accelerating project delivery, avoiding future cost escalation, and related factors exceed issuance and interest costs.
10. Review the major Congestion Relief projects identified in the Ordinance for performance in terms of cost control and schedule adherence on a quarterly basis.

In carrying out its responsibilities, the ITOC shall conduct its reviews in such a manner that does not cause unnecessary project delays, while providing sufficient time to ensure that adequate analysis can be completed to allow the ITOC to make objective recommendations and to provide the public with information about the implementation of the *TransNet* program.

## **ITOC Funding and Administration**

1. All costs incurred in administering the activities of the ITOC, including related fiscal and performance audit costs, shall be paid annually from the proceeds of the *TransNet* sales tax. The funds made available to the ITOC shall not exceed \$250,000 annually, as adjusted for inflation annually for the duration of the program. Any funds not utilized in one fiscal year shall remain available for expenditure in subsequent years as part of the annual budget process.
2. The expenditures of the ITOC shall be audited annually as part of the same fiscal audit process used for all other *TransNet*-funded activities.
3. The process for selecting the initial ITOC members shall be started no later than April 1 of the year following the passage of the Ordinance by the voters. Because the funding for this activity would not be available until Fiscal Year 2008-09, the ITOC activities during the initial transition period will be phased in to the extent possible within the budget constraints of the one percent administrative cap under the current *TransNet* Ordinance. Given the forty-year duration of the *TransNet* tax extension, the ITOC shall continue as long as funds from the current authorization remain available.
4. An annual ITOC operating budget shall be prepared and submitted to the SANDAG Board of Directors for its approval 90 days prior to the beginning of each fiscal year.
5. All ITOC meetings shall be public meetings conducted in full compliance with the Brown Act. The ITOC will meet on a regular basis, at least quarterly, to carry out its roles and responsibilities.
6. SANDAG Directors and staff will fully cooperate with and provide necessary support to the ITOC to ensure that it successfully carries out its duties and obligations, but should limit involvement to the provision of information required by the ITOC to ensure the independence of the ITOC as it carries out its review of the *TransNet* program and develops its recommendations for improvements.
7. ITOC members and their designated auditors shall have full and timely access to all public documents, records and data with respect to all *TransNet* funds and expenditures.
8. All consultants hired by the ITOC shall be selected on an open and competitive basis with solicitation of proposals from the widest possible number of qualified firms as prescribed by SANDAG's procedures for procurement. The scope of work of all such consultant work shall be adopted by the ITOC prior to any such solicitation.
9. SANDAG shall provide meeting space, supplies and incidental materials adequate for the ITOC to carry out its responsibilities and conduct its affairs. Such administrative support shall not be charged against the funds set aside for the administration of the ITOC provided under No. 1 above.

### **Conflict of Interest**

The ITOC shall be subject to SANDAG's conflict of interest policies. ITOC members shall have no legal action pending against SANDAG and are prohibited from acting in any commercial activity directly or indirectly involving SANDAG, such as being a consultant to SANDAG or to any party with pending legal actions against SANDAG during their tenure on the ITOC. ITOC members shall not have direct commercial interest or employment with any public or private entity, which receives *TransNet* sales tax funds authorized by this Ordinance.



## **Audit Policy Advisory Committee and Audit Activities**

### **1. Purpose**

The purpose of this policy is to specify the functions of the Audit Committee and the SANDAG Independent Performance Auditor.

### **2. Governance and Role of the Audit Committee**

- 2.1 The Audit Committee shall be overseen by the SANDAG Board of Directors and shall govern itself in accordance with Public Utilities Code Sections 132351.4 and 132354.1, and the policies and procedures applicable to all SANDAG Policy Advisory Committees.
- 2.2 Membership of the Audit Committee shall be as set forth in Board Policy No. 002:
- 2.3 Policy Advisory Committee Membership. The Audit Committee shall consist of five voting members with two members of the Board of Directors and three members of the public, all of which shall be appointed by the Board of Directors. Due to the qualification requirements and selection process described in this policy, Audit Committee members and alternates shall be selected according to the processes below.
- 2.4 The Chair of the Board will select which members of the Audit Committee will hold the Chair and Vice Chair positions on the Audit Committee every two years or whenever a position is vacant.
- 2.5 The role of the Audit Committee 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.

### **3. Authority of the Audit Committee**

- 3.1 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 responsibilities of the Audit Committee include:
  - 3.1.1 Recommend to the Board which firm to contract with to conduct the annual financial statement audits and oversee the conduct of such audits.
  - 3.1.2 Meet with management and the independent performance auditor to review and discuss SANDAG's annual financial statement audits, internal control reports and other audits performed by external auditors.
  - 3.1.3 Review and oversee the implementation of corrective action to address noted audit deficiencies.
  - 3.1.4 Based on the Board's direction regarding whether to hire an individual or firm, recommend to the Board which individual or firm to hire to carry out independent performance auditor responsibilities.

- 3.1.5 Recommend to the Board the annual compensation of the independent performance auditor.
- 3.1.6 Oversee the work of the independent performance auditor in preparing and issuing audit and investigative reports and other audit, review or attest activities.
- 3.1.7 Approve the annual audit plan after discussion with the independent performance auditor, pursuant to Public Utilities Code Section 132354.1(b), and make recommendations to the Board regarding the budget needed to carry out the annual audit plan of the independent performance auditor.
- 3.1.8 Monitor the implementation of the annual audit plan and provide an annual report to the Board.
- 3.1.9 Monitor the implementation of corrective action identified in audit and investigative reports and inform the Board when corrective action is insufficient or untimely.
- 3.1.10 Independently communicate with the IPA consistent with the limitations set forth in the Brown Act.
- 3.1.11 Conduct the independent performance auditor's annual performance evaluation against performance measures established and adopted by the Audit Committee.
- 3.1.12 Vote on whether to remove the independent performance auditor for cause including, but not limited to incompetence, dishonesty, unethical behavior, violation of state or federal laws, or failure to maintain required professional certifications; such removal being subject to an approving vote by two-thirds of the Audit Committee and the Board.
- 3.1.13 Recommend internal control guidelines to be adopted by the Board to prevent and detect financial errors and fraud based on the internal control guidelines developed by the State Controller pursuant to Government Code Section 12422.5 and the standards adopted by the American Institute of Certified Public Accountants.

#### 4. Selection of Audit Committee Members

- 4.1 The Board members serving on the Audit Committee shall be appointed by the Board using the procedures in this subsection 4.1.
  - 4.1.1 The two Board members and any Board member alternates serving on the Audit Committee shall be recommended for appointment by the Chair of the Board. The Chair of the Board shall select Board members to recommend to the Board based on the following criteria:
    - 4.1.1.1 The Board member shall have served on the Board for at least three years;
    - 4.1.1.2 The Board member shall have a basic understanding of the role of the Audit Committee; and
    - 4.1.1.3 The Board member shall express a willingness to work through the Audit Committee to pursue opportunities for improvements in operations, financial reporting, and internal controls identified through the agency's audit products.
  - 4.1.2 The Board members recommended by the Chair of the Board shall be subject to approval by a majority vote of the Board.

- 4.1.3 Audit Committee members shall serve until their successors are appointed. In the event that the Board member who has been appointed to serve on the Audit Committee is no longer a primary or alternate member of the Board of Directors, the position shall be considered vacant. If and when vacancies in the voting membership of the Audit Committee occur, the same selection process as outlined above shall be followed to select a replacement.
- 4.1.4 Board members appointed to the Audit Committee shall serve a term of two years. At the completion of a term, eligible incumbent members will need to apply for reappointment for another term. In no case shall any member serve more than five years on the Audit Committee.
- 4.2 The public members serving on the Audit Committee shall be appointed by the Board using the procedures in this Subsection 4.2.
  - 4.2.1 Whenever there is a vacancy for a public member seat on the Audit Committee, application forms will be made available on the SANDAG website for persons interested in applying for an Audit Committee position. Applications shall be due within 30 days after the application forms are posted. Only candidates who submit an application by the deadline will be considered.
  - 4.2.2 Applicants shall possess the independence, experience, and technical expertise necessary to carry out the duties of the Audit Committee. This expertise includes, but is not limited to, knowledge of accounting, auditing, and financial reporting. The minimum professional standards for public members shall include at least ten years of experience as a certified public accountant or as a certified internal auditor, or ten years of other professional accounting, financial, or legal experience in audit management.
  - 4.2.3 The candidates shall be recommended by a majority vote of a screening committee composed of a member of the Board selected by the Chair of the Board, the chief financial officer or finance director of a SANDAG member agency, and at least one outside financial expert appointed by the other two members of the screening committee and confirmed by the Board. Persons serving on the screening committee shall sign a declaration establishing that they do not have a conflict of interest.
  - 4.2.4 The screening committee may interview one or more of the candidates. The screening committee shall submit its recommended nominee(s) for the position(s). The screening committee also may nominate alternates from among the applicants.
  - 4.2.5 In the event that the screening committee is unable to recommend any of the applicants for any or all positions, or an insufficient number of applications have been received, the screening committee may recommend a supplemental process, subject to Board approval. The constraints set forth in the normal nomination process shall not be mandated to apply to the supplemental process.
  - 4.2.6 The public members nominated by the screening committee shall be subject to approval by a majority vote of the Board.
  - 4.2.7 Audit Committee members shall serve until their successors are appointed. If and when vacancies in the voting membership of the Audit Committee occur, the same selection process as outlined above shall be followed to select a replacement to fill the remainder of the term.

- 4.2.8 Public members appointed to the Audit Committee shall serve a term of two years. At the completion of a term, eligible incumbent members will need to apply for reappointment for another term. In no case shall any member serve more than five years on the Audit Committee.

## 5. Selection of Independent Performance Auditor

- 5.1 The independent performance auditor shall serve a two-year term and shall be selected by the Board on the basis of qualifications and experience, which include, but are not limited to:
  - 5.1.1 At least ten years of experience performing audits under Government Audit Standards;
  - 5.1.2 At least five years of management experience;
  - 5.1.3 A Bachelors or higher degree in business, public administration, finance, accounting or a related field; and
  - 5.1.4 Possession of a Certified Public Accountant or Certified Internal Auditor license or certificate.

## 6. Scope of Authority and Responsibilities of Independent Performance Auditor

- 6.1 The independent performance auditor shall report to the Audit Committee and shall be independent of SANDAG's internal management and administration, except that SANDAG's Director of Finance role shall maintain administrative oversight of the IPA's monthly timesheets and tracking of annual leave.
- 6.2 The objective of the IPA is to serve as the Board of Directors oversight function that objectively evaluates and recommends improvements to SANDAG including prioritizing its efforts by continuously facilitating an objective risk assessment. The Independent Performance Auditor's audit functions are designed to include timely reporting of significant issues to appropriate oversight authorities.
- 6.3 The IPA may facilitate and conduct a risk assessment process to assist management to logically identify key risks within SANDAG and its components and shall annually present and discuss risk with the Committee to receive input and feedback. As part of the aforementioned process, the IPA shall receive input from SANDAG's executive management and staff, the Committee, and the Board of Directors as to the risk factors that the Committee deems most important to SANDAG.
- 6.4 Based upon the results of the risk assessment, the independent performance auditor shall annually prepare an audit plan and conduct audits in accordance therewith. The independent performance auditor shall have authority to conduct, or to cause to be conducted, performance audits of SANDAG departments, offices, boards, activities, agencies, and programs and perform those other duties as may be required by the Board or as provided by the California Constitution and general laws of the state.
- 6.5 The IPA will oversee and conduct independent examinations, including audits, of SANDAG programs, functions, operations, or management systems and procedures. In performing such audits, the IPA will independently and objectively assess whether:
  - 6.5.1 Activities and programs being implemented have been authorized by the appropriate governing laws or codes, state or local law, or applicable federal law or regulations.
  - 6.5.2 Activities and programs are in compliance, properly conducted, and funds expended in accordance with the applicable laws.

- 6.5.3 The departments, divisions, or agencies are acquiring, managing, protecting, and using its resources, including public funds, personnel, property, equipment, and space, economically, efficiently, equitably, and effectively, and in a manner consistent with the objectives intended by the authorizing entity or enabling legislation.
- 6.5.4 The entity, programs, activities, functions, or policies are effective, including the identification of any causes of inefficiencies or uneconomical practices.
- 6.5.5 The desired result or benefits are being achieved.
- 6.5.6 Financial and other reports are being provided that disclose fairly, accurately, and fully all information required by law, to ascertain the nature and scope of programs and activities, and to establish a proper basis for evaluating the programs and activities including the collection of, accounting for, and depositing of revenues and other resources.
- 6.5.7 Management has established adequate operating and administrative procedures and practices, fiscal and accounting systems, and an adequate system of controls or internal management controls.
- 6.5.8 Indications of fraud, abuse, waste, misappropriation, or illegal acts are valid and need further investigation.
- 6.6 The IPA may also perform external reviews of contracts or service programs of entities that are awarded funds overseen by SANDAG.
- 6.7 The independent performance auditor shall from time to time advise the Audit Committee on existing and evolving governance practices that may be best suited for SANDAG.
- 6.8 The independent performance auditor shall follow the most recent version of Generally Accepted Government Auditing Standards as published by the United States Government Accountability Office.
- 6.9 The Committee shall approve the processes pertaining to follow-up audit procedures, if appropriate. The IPA shall have procedures in place to track, monitor, and evaluate the status of identified control issues with a tracking mechanism and with consideration to the risk of each issue and the cost and benefit of various audit procedure alternatives.

All officers and employees of SANDAG shall furnish to the independent performance auditor unrestricted access to employees, information, and records, including electronic data, within their custody regarding powers, duties, activities, organization, property, financial transactions, contracts, and methods of business required to conduct an audit or otherwise perform audit duties. It is also the duty of any consolidated agency officer, employee, or agent to fully cooperate with the auditor, and to make full disclosure of all pertinent information, with the exception of information that is protected by law from disclosure.
- 6.10 The IPA shall hold data and information obtained during the course of its audit activities with due care and the appropriate level of confidentiality. Unless otherwise mandated by law, the IPA shall have authority to grant, limit, and restrict access to work papers and records.
- 6.11 The IPA shall communicate results of its work and otherwise known issues to management and the Committee. The IPA shall form and report appropriate opinions based on audit evidence. Management shall provide responses to issues in a prompt and efficient manner. Written reports may be distributed to the Committee, SANDAG's Management, and if appropriate for reports containing significant issues or when there is a disagreement with management other than minor in nature, to the Board of Directors. The IPA shall provide summary information to the Committee pertaining to issues resulting from audit procedures as well as known issues outside of the audit scope of review. Additionally, the IPA shall provide the Committee with an annual

assessment as to the effectiveness of management's attention to resolving identified control issues.

- 6.12 The independent performance auditor shall prepare a proposed budget and submit it to the Audit Committee for a recommendation to the Board of Directors for its approval 180 days prior to the beginning of each fiscal year or as otherwise requested by the Director of Finance.
- 6.13 The independent performance auditor shall have the power to appoint, employ, and remove assistants, employees, and personnel as deemed necessary for the efficient and effective administration of the affairs of the independent performance auditor. The independent performance auditor may prescribe the duties, scope of authority, and qualifications of employees and consultants overseen by the independent performance auditor. The independent performance auditor's authority shall be subject to the annual audit plan and the budget approved by the Board, SANDAG rules and policies related to the management and hiring of SANDAG employees and consultants, and the scope of the independent performance auditor's purview as determined by the Board.
- 6.14 The independent performance auditor may investigate any material claim of financial fraud, waste, or impropriety within SANDAG and for that purpose may summon any officer, agent, or employee of the consolidated agency, any claimant, or other person, and examine him or her upon oath or affirmation relative thereto. The independent performance auditor will conduct investigations generally following the procedures recommended by the Association of Certified Fraud Examiners' Fraud Examiners Manual for any allegations of financial fraud, waste or impropriety. Prior to questioning any person under oath, the independent performance auditor shall advise the members of the Audit Committee of that intention, seek legal counsel from the Office of General Counsel or outside counsel under contract to SANDAG regarding the relevant legal issues, and document the reasons why the questioning must be done under oath instead of by some other form of affirmation.
- 6.15 The independent performance auditor shall coordinate audit functions such that there is no duplication of effort between the audits undertaken by the independent performance auditor and audits undertaken by the Independent Taxpayer Oversight Committee.
- 6.16 Pursuant to Government Code section 8546.7, when the amount of a contract will exceed \$10,000, SANDAG and the State Auditor, at the request of SANDAG or as part of any audit of SANDAG, have authority to examine and audit a contracting party for a period of three years after SANDAG's final payment on the contract, whether or not audit language is included in the contract document. As an additional measure, all SANDAG contracts with consultants, vendors, or agencies in excess of \$25,000 in aggregate within a fiscal year, which call for a contracting party to provide goods or services to SANDAG over a period of time, will be prepared with an adequate audit provision to allow the independent performance auditor access to the entity's records needed to verify compliance with the terms specified in the contract. The intent of this provision is to put parties contracting with SANDAG on notice that the independent performance auditor will have the right to audit both the party's accounting methods and performance on such contracts
- 6.17 Results of all audits and reports shall be made available to the public in accordance with the requirements of the California Public Records Act (Chapter 3.5 [commencing with Section 6250] of Division 7 of the Title 1 of the Government Code). Final versions of formal reports also shall be posted on the SANDAG website.

- 6.18 All materials or services needed by the independent performance auditor shall be procured using an open and competitive basis with solicitation of proposals from the widest possible number of qualified firms as prescribed by SANDAG procedures for procurement. The scope of work of all such consultant work shall be subject to approval by the independent performance auditor prior to any such solicitation.

Adopted: December 2017  
Amended: January 2019  
Amended: September 2019

SAN DIEGO ASSOCIATION OF GOVERNMENTS  
BYLAWS

ARTICLE I  
NAME AND PURPOSE

Section 1

The name of this organization shall be the San Diego Association of Governments (hereinafter referred to as SANDAG).

Section 2

The purposes of this organization are as set forth in the San Diego Regional Transportation Consolidation Act (the "Act"<sup>1</sup>), as established by state and federal law, and as approved by the Board of Directors. The primary purpose for which this organization is created is to engage in regional cooperative comprehensive planning, programming and where authorized, implementation thereof, and to assist the Member Agencies.

ARTICLE II  
DEFINITIONS

The following terms shall have the meanings ascribed to them within this section unless the content of their use dictates otherwise:

- a. "Board Member" shall mean a voting member of the Board of Directors.
- b. "Region" shall mean that territory physically lying within the boundaries of San Diego County.
- c. "Population" of any Member Agency shall mean that population as defined in SB 1703.
- d. "Fiscal Year" shall mean that year beginning July 1 and ending June 30.
- d. "Member Agencies" shall mean the cities within San Diego County and the County of San Diego collectively.
- e. "Subregion" shall mean one of the following six geographic areas: San Diego County; the City of San Diego; "North County Coastal," which includes the cities of Del Mar, Solana Beach, Encinitas, Carlsbad, and Oceanside; "North County Inland," which includes the cities of Vista, San Marcos, Escondido, and Poway; "South County," which includes the cities of Chula Vista, National City, Imperial Beach, and Coronado; and "East County," which includes the cities of El Cajon, Santee, La Mesa, and Lemon Grove.

ARTICLE III  
MEMBERSHIP AND ORGANIZATION

Section 1

Membership in this organization shall be as provided in state law, Board Policies, and these Bylaws.

<sup>1</sup> Public Utilities Code §132350 *et seq.*



## Section 2

- a. All powers of SANDAG shall be exercised by the Board of Directors. The Board of Directors may choose to delegate several of its responsibilities from time to time in accordance with Board policy.
- b. Only the duly selected official representative(s), or in his or her absence, his or her duly selected alternate or alternates, shall be entitled to represent his or her Member Agency in the deliberations of the Board of Directors.
- c. When changes occur, names of the official representatives and alternates shall be communicated in writing to the SANDAG Clerk of the Board by each participating Member Agency.

## Section 3

There shall be at least six standing committees which shall be known as Policy Advisory Committees with the membership set forth in the Act or Board Policy.

- a. The procedure for subregional appointments to the Policy Advisory Committees shall be established by Board policy. In the case of the subregional appointments, the policy shall ensure a noticed, formal process wherein all Board Members (including alternates) from each subregion are provided an opportunity to participate in the selection process. Each subregion shall ensure that SANDAG staff is notified of the date, time, and location for that subregion's meeting. After the meeting for each subregion is set by the primary Board Members, SANDAG staff shall provide Board alternates from each subregion advance notice of the meeting. A majority of the primary members present at the subregion meeting shall make a selection by January 31. An alternate member may vote in the absence of the primary member. In appointing persons to the Transportation Committee, to the extent possible, the subregions and other agencies should avoid duplication of representation from any city other than the City of San Diego.
- b. Procedures for Policy Advisory Committee attendance and voting shall be established by Board policy. The policy shall ensure the formal delineation of the voting membership at each meeting.
- c. The Board Chair and Vice Chair may serve as ex-officio, non-voting members of the Policy Advisory Committees.
- d. The Board Chair shall select the Chair and Vice Chair of all Policy Advisory Committees except the Executive Committee and Audit Committee, annually in or around February.
- e. The Board Chair shall serve as the chair of the Executive Committee. The Board Vice Chair shall serve as the Vice Chair of the Executive Committee.
- f. The Chair and Vice Chair of the Audit Committee shall be selected as set forth in Board Policy No. 039.

## Section 4

The Board of Directors or a Policy Advisory Committee with delegated authority shall have the authority to appoint all additional committees or working groups and may provide for the appointment of alternates to these committees if permitted by a Board Policy.

- a. Additional Policy Advisory Committees may be appointed by the Board of Directors as may be required to carry out general and continuing functions and may be abolished only upon specific action by the Board of Directors.
- b. Ad hoc specialized subcommittees or working groups may be appointed by the Board of Directors as the need arises to accomplish specific tasks. The Policy Advisory Committees may appoint working groups to advise them. Upon completion of its assignment, each ad hoc subcommittee or working group shall disband.

#### Section 5

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

- a. For attendance by Board Members, or alternates in their absence, at Board meetings or Board subcommittee meetings, \$150 per meeting.
- b. For attendance by Board Members and alternates when serving as a member or alternate of a Policy Advisory Committee, \$100 per meeting.
- c. For attendance by Board Members and alternates, or advisory Board members when serving as a chair of a Working Group, \$100 per meeting.
- d. For attendance by Board Members at meetings or events other than those described above when serving as an official representative of SANDAG or from which SANDAG will derive a specific benefit through the attendance of a representative, \$100 per each day of the meeting or event in which business is conducted if within the County of San Diego, or \$150 per each day of the meeting or event in which business is conducted if outside of the County of San Diego. Ethics training and similar classes of an educational nature shall not constitute an event for which compensation will be paid unless the Board Member is attending the training as an official representative of SANDAG.
- e. The limit on the total number of paid Board, Policy Advisory Committee, and Working Group meetings is six meetings per individual per month.
- f. The Chair of the Board shall receive additional monthly compensation of \$700 per month.
- g. The Vice Chair of the Board shall receive additional monthly compensation of \$350 per month.

### ARTICLE IV MEETINGS

#### Section 1

- a. A quorum for a meeting of the Board of Directors shall be as provided for in Section 5 of this Article.
- b. A quorum shall be required for the conduct of any business of a committee. No business shall be conducted by a committee without a quorum. A simple majority of the appointed members of a committee shall constitute a quorum. All decisions by a committee shall be by simple majority of the quorum.

## Section 2

Parliamentary procedure at all meetings shall be governed by Roberts Rules of Order except as otherwise modified by state law, Board Policy, or these Bylaws. SANDAG shall forward notice of the meetings of the Board of Directors and each Policy Advisory Committee, stating the time, location, and the agenda of business to each Board Member's agency and to the respective members and alternates of the Board of Directors or the Policy Advisory Committees, at the earliest time possible, but in no event less than 72 hours prior to meetings, except that such written notice of regular Board of Directors' meetings may be forwarded by first class mail or other appropriate means not less than seven days prior to such meeting.

## Section 3

All meetings of a SANDAG legislative body, including without limitation regular, adjourned regular, and special meetings of the Board of Directors, shall be called, noticed, held and conducted in accordance with the provisions of the Ralph M. Brown Act (commencing with Section 54950 of the California Government Code). Closed session items should be heard by the Board of Directors unless timeliness requires consideration by the Executive Committee or, for transportation matters the Transportation Committee. The Audit Committee may hold closed sessions on matters within its purview. In any event, the Transportation Committee is authorized to convene closed sessions and make final decisions with regard to real property transactions related to transportation projects, however, this delegation does not include the authority to make a Resolution of Necessity or to commence litigation. The Transportation Committee will report real property transaction purchase amounts at the next regular meeting of the Board occurring after final execution of the purchase documents.

## Section 4

The Board and committees shall meet according to the following schedule:

- a. The Board of Directors and Policy Advisory Committees shall hold their regular meetings on Fridays unless otherwise determined from time to time by the Board of Directors or Policy Advisory Committee. Regular meetings of the Board of Directors shall be held on the second and fourth Friday mornings of the month at the SANDAG offices or at other locations within San Diego County, unless otherwise provided by the Board. Special meetings of the Board of Directors or Policy Advisory Committees may be called from time to time by their respective Chair.
- b. Other committees shall meet whenever called by their respective Chair.

## Section 5 (Sections 132351.2 and 132352.1 of the Public Utilities Code)

- a. 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, except the final vote(s) electing the Chair and Vice Chair of the Board, which shall require use of the weighted vote procedure as described below in subsection b, 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.

- b. The election of the Chair and Vice Chair of the Board shall require use of the weighted vote procedure set forth in Public Utilities Code Section 132351.2(e) without a prior tally vote requirement. In the event approval using the procedure in Public Utilities Code Section 132351.2(e) cannot be obtained to allow final action on the election, one or more preliminary votes may be taken using the tally vote method in order to narrow the options sufficiently to obtain approval on the final action as required by Public Utilities Code Section 132351.2(e).
- c. The City and County of San Diego shall each determine how to allocate their tally vote between their two members by resolution and shall provide their resolutions to the SANDAG Clerk of the Board. The City and County of San Diego shall allocate their weighted votes equally.
- d. For the weighted vote, there shall be a total of 100 votes, except additional votes shall be allowed pursuant to subdivision (h). Each Member Agency shall have that number of votes determined by the following apportionment formula, provided that each agency shall have at least one vote, no agency shall have more than 50 votes, and there shall be no fractional votes in the allocation of votes to each Member Agency:
  - (1) If any agency has 50 percent or more of the total population of the San Diego County region, allocate 50 votes to that agency and follow paragraph (2), if not, follow paragraph (3).
  - (2) Total the population of the remaining agencies determined in paragraph (1) and compute the percentage of this total that each agency has.
    - (A) Multiply each percentage derived above by 50 to determine fractional shares.
    - (B) Boost fractions that are less than one, to one and add the whole numbers.
    - (C) If the answer to subparagraph (B) is 50, drop all fractions and the whole numbers are the votes for each Member Agency.
    - (D) If the answer to subparagraph (B) is less than 50, the remaining vote(s) is allocated one each to the Member Agency having the highest fraction excepting those whose vote was increased to one pursuant to subparagraph (B) above.
    - (E) If the answer to subparagraph (B) is more than 50, the excess vote is taken one each from the Member Agency with the lowest fraction. In no case shall a Member Agency's vote be reduced to less than one.
  - (3) Total the population determined in paragraph (1) and compute the percentage of this total that each Member Agency has.
    - (A) Boost fractions that are less than one to one and add the whole numbers.
    - (B) If the answer to subparagraph (A) is 100, drop all fractions and the whole numbers are the votes for each Member Agency.
    - (C) If the answer to subparagraph (A) is less than 100, the remaining vote(s) is allocated one each to the Member Agency having the highest fraction excepting those whose vote was increased to one pursuant to subparagraph (A) above.
    - (D) If the answer to subparagraph (A) is more than 100, the excess vote(s) is taken one each from the agency with the lowest fraction. In no case shall a Member Agency's vote be reduced to less than one.
- e. When a weighted vote is taken on any item that requires more than a majority vote of the Board, it shall also require the supermajority percentage of the weighted vote.
- f. The weighted vote formula shall be recomputed in the above manner every July 1.

- g. For purposes of subsection d, the population of the County of San Diego is the population in the unincorporated area of the county. In those years when the primary representative of the San Diego County Board of Supervisors to the SANDAG Board of Directors is from a district that is substantially an incorporated area, a supervisor who represents a district that is substantially an unincorporated area shall be appointed to the Board as the secondary representative. Alternatively, in those years when the primary representative of the San Diego County Board of Supervisors is from a district that is substantially an unincorporated area, a supervisor who represents a district that is substantially an incorporated area shall be appointed to the Board as the secondary representative.
- h. Any newly incorporated city shall receive one vote under the weighted vote procedure specified above until the next recomputation of the weighted vote formula, at which time the new agency shall receive votes in accordance with the recomputed formula. Until this recomputation, the total weighted vote may exceed 100.

## ARTICLE V OFFICERS AND THEIR DUTIES

### Section 1

The Board of Directors shall have as officers a Chair and Vice Chair who are primary members of the Board. Policy Advisory Committees shall have as officers a Chair and Vice Chair, who are primary or alternate members of the Board and primary members of their respective committees. The Executive Director shall be the Secretary of the Board and each Policy Advisory Committee.

- a. The Chair shall preside over Board and committee meetings and have general supervision of Board and committee affairs. The Chair shall sign all official documents when directed to do so by the Board and committees respectively.
- b. The Vice Chair shall perform the duties of the Chair in his or her absence and perform any duties that the Chair may require.
- c. In the event of the absence of both officers of the Board of Directors or Executive Committee at a meeting or otherwise, a Chair of a Policy Advisory Committee shall serve as Chair Pro Tempore and perform the duties of the Chair according to the following schedule: first quarter of calendar year: Chair of Borders Committee; second quarter of calendar year: Chair of Public Safety Committee; third quarter of calendar year: Chair of Regional Planning Committee; fourth quarter of calendar year: Chair of Transportation Committee.
- d. In the event of the absence of both officers of a Policy Advisory Committee, or in the case of a Board of Directors or Executive Committee meeting, the absence of all officers including the then-current Chair Pro Tempore as designated above, the Immediate Past Chair may preside or the Board Chair may appoint a voting member of the Board or committee in advance to act as acting chair of the body for that meeting.

### Section 2

The Board may delegate authority to the Board Chair for action consistent with Board approved criteria on categories of items.

### Section 3

Election of officers of the Board of Directors shall be held every two years during a regular meeting in or around December. A majority of the Board Members may approve variations to the schedule in this Section in the event of a vacancy or other exigency. The Chair and Vice Chair shall not be from the same subregion. Officers for the Board of Directors shall be elected in the following manner:

- a. In or around July of an election year, application forms will be made available on the Board of Directors page of the SANDAG website for persons interested in applying for the Chair or Vice Chair position on the Board of Directors. Applications shall be structured to screen for the best regional leaders from among the primary members and shall include questions concerning the candidate's vision statement for SANDAG and his/her qualifications. Applications shall be due within 30 days after the application forms are posted. Only candidates who submit an application by the deadline or who are primary members nominated from the floor on the day of election will be considered for office.
- b. The Chair shall appoint up to a six-person nominating committee, who shall be members of the Board from each of the subregions. The nominating committee appointments shall be announced at a regular meeting in or around September of each year. The nominating committee shall not, however, include Board Members from Member Agencies that have applicants for the Chair or Vice Chair position on the Board of Directors.
- c. If more than one candidate has applied for a particular office, the nominating committee shall interview the candidates. The nominating committee shall submit a slate of nominees for the two Board offices in writing for mailing to Board Members in or around November. Additional nominations for any office may be made by Board Members at the election meeting.
- d. In the event that the nominating committee is unable to recommend any of the applicants for any or all chair positions, either because an applicant is or is reasonably expected to be unavailable to serve, or for any other reason, the nominating committee may recommend a supplemental process, subject to Board approval. The constraints set forth in the normal nomination process, apart from the prohibition of a jurisdiction of a candidate for office serving on the nominating committee, shall not be mandated to apply to the supplemental process.
- e. In choosing the nominees from the Board Members, the nominating committee shall take into account the nominee's availability, experience, skills, geographic diversity, and the benefits associated with having the Vice Chair succeed the outgoing Chair. The nominating committee also shall take into account the prohibition against both officers being from the same subregion in determining which nominees to present to the Board.
- f. The officers shall be elected pursuant to the weighted vote process set forth in Article IV, Section 5(b) of these Bylaws.
- g. All officers shall be elected for a term(s) of two years or until their successors are elected. They shall begin their term of office on January 1.
- h. In the event that the Board Member who has been elected Chair or Vice Chair is no longer a primary member of the Board of Directors, the office shall be considered vacant.
- i. Any vacated office of Chair or Vice Chair may be filled at the next regular Board meeting by nominations from the floor, and the election shall be carried out pursuant to the weighted vote process set forth in Article IV, Section 5(b) of these Bylaws. A member must be a primary member to be nominated from the floor.

#### Section 4

- a. The Board of Directors shall appoint an Executive Director who shall hold office until he or she resigns or is removed by the Board of Directors. The Executive Director shall be the chief executive officer of SANDAG. The Executive Director shall have charge of all projects and property of SANDAG. The Executive Director and if she or he is an employee, the independent performance auditor, shall file with the Director of Finance of SANDAG an official bond in the minimum amount of \$100,000 or such larger amount as the Board of Directors specifies, guaranteeing faithful performance of his or her duties.
- b. The Executive Director will be responsible to the SANDAG Board of Directors as set out in Board Policies and administrative policies and manuals for the administration of SANDAG's business, including: (1) development of program objectives, definition, directions and priorities; (2) management of SANDAG programs and coordination of staff and support services; (3) the development of financial support programs for SANDAG activities; (4) the recommendation and submission of an annual SANDAG program budget to the Board of Directors; (5) execution of the adopted personnel, purchasing, and budgetary systems; and (6) development of a recommended administrative policy that includes a process to conduct staff performance evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions, and which is brought to the Board for review on an annual basis. The Executive Director shall perform such other and additional duties as is necessary to carry out the objectives and function of SANDAG and as directed by the Board of Directors.
- c. Any additional staff support services provided by Member Agencies or others shall be coordinated by the Executive Director.
- d. The Executive Director is hereby enabled to promulgate an employee manual, as well as all other administrative policies governing the administrative procedures of SANDAG.

### ARTICLE VI FINANCIAL

#### Section 1

The Board of Directors shall consider a draft budget for approval no later than April 1 of each year, and again during the month of May. Upon initial consideration, the Board of Directors may approve the draft budget as presented, or direct staff to either make specified revisions to the draft budget or provide the Board with additional information regarding projected revenues or proposed expenditures in the draft budget. After approval of a draft budget, the Board of Directors shall adopt a final budget no later than June 30 of each year. A copy of the draft budget when approved and a copy of the final budget when adopted shall be filed with each Member Agency.

#### Section 2

Responsibility for supplying funds for that portion of the budget for SANDAG, which is to be supplied by the Member Agencies, as adopted by the Board of Directors, shall be divided among the Member Agencies based on their population with each Member Agency including within its budget as funds to be supplied to SANDAG that sum of money determined by taking the ratio its population bears to the total population of the region and multiplying it by that portion of the approved budget to be supplied by the Member Agencies. Payment of this determined sum of money shall be made by each Member Agency by July 15 of each year. If payment by a Member Agency has not been made by September 1 of each year, that Member Agency shall no longer vote

as a member of the Board of Directors. A delinquent Member Agency will be allowed to vote when full payment has been made, including interest computed from July 15 at the established legal rate.

### Section 3

The Director of Finance of SANDAG shall establish and maintain such funds and accounts as may be required by good accounting practice, state and federal law, and these Bylaws. The books and records of SANDAG in the hands of the Director of Finance shall be open to inspection at all reasonable times by representatives of the Member Agencies. The Director of Finance of SANDAG shall issue a Comprehensive Annual Financial Report by December 31 after the close of each fiscal year and a copy shall be provided to each of the Member Agencies.

### Section 4

The Director of Finance of SANDAG shall receive, have the custody of, and disburse SANDAG funds upon the warrant or check-warrant of the Finance Manager pursuant to the accounting procedures developed under Section 3 above, and shall make the disbursements required to carry out any of the provisions or purposes of SANDAG. The Director of Finance of SANDAG may invest SANDAG funds in accordance with state and federal law. All interest collected on SANDAG funds shall be accounted for and posted to the account of such funds.

### Section 5

Delegation of authority from the Board of Directors for final financial/contracting approvals, including selection of vendors, acceptance of funding, stipulations of any nature, and any resulting budget amendment to serve as a limitation applicable to a particular job or program (not to be exceeded on a serial basis), shall be as follows:

- a. Up to \$100,000 to the Executive Director, subject to increase by Board action, or as may be modified in Board Policy No. 017 concerning delegation of authority to the Executive Director.
- b. Up to \$500,000 to the Executive Committee for any item, subject to increase by Board action.
- c. Up to \$500,000 to the Transportation Committee for transportation items, subject to increase by Board action.
- d. Up to \$500,000 to the Public Safety Committee for ARJIS and Criminal Justice Division items, subject to increase by Board action.
- e. The Executive Director, Executive Committee, Public Safety Committee, and Transportation Committee shall report approvals under this section to the Board of Directors at least quarterly.

### Section 6

The amount budgeted for Member Assessments related to Criminal Justice database access shall be as adopted by the Board of Directors and divided among the Member Agencies using a formula based on population. Payment of this determined sum of money shall be made by each Member Agency by July 15 of each year. If payment by a Member Agency has not been made by September 1 of each year, that Member Agency shall no longer vote as a member of the Board of Directors. A delinquent Member Agency will be allowed to vote when full payment has been made, including interest computed from July 15 at the established legal rate.



ARTICLE VII  
RELATIONSHIPS AND RULES OF PROCEDURE

Section 1

The functions of the Board of Directors and Policy Advisory Committees shall be established by Board policy. The Board of Directors may delegate functions to the Policy Advisory Committees as it deems appropriate.

Section 2

The Board of Directors shall provide guidance to committees and working groups. The Board may advise Member Agencies on the coordination of general plans, or on the resolution of conflicts between the general plans of agencies in the San Diego region.

Section 3

Conflicts between governmental agencies should be resolved among the affected agencies. In matters affecting more than one local government, and where requested by the affected agencies, SANDAG shall have the authority to hear and make recommendations if the conflicts are not resolved to the satisfaction of each affected agency. Regional plans should serve as the guideline for the resolution of conflicts.

Section 4

Each action taken by SANDAG that requires implementation should include designation of the agency or agencies directly responsible for such implementation.

Section 5

The general and specific references to the construction authority of SANDAG in SB 1703 shall be interpreted as applicable solely to its responsibilities for project development and construction of transit projects which were previously within the purview of the transit development boards and are consolidated under the authority of SANDAG.

ARTICLE VIII  
INFORMATION AND EVALUATION

Section 1

- a. SANDAG shall disseminate information concerning its work program and activities. The required information system should be organized and categorized so that it will continue to allow full and efficient use of information by the public and private sectors.
- b. Adequate provision for public participation shall be provided as required by law and as directed by the Board of Directors.
- c. The Board shall perform an annual evaluation of SANDAG's goals, purpose, structure, and performance, directed toward continually improving the planning, coordination, and implementation process.

ARTICLE IX  
AMENDMENTS

Section 1

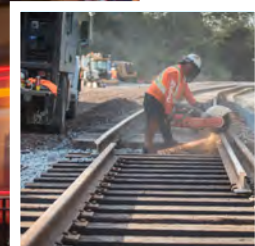
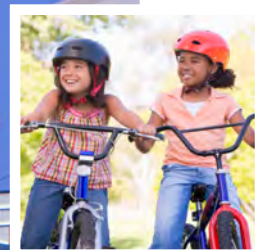
The Board of Directors shall be responsible for making all amendments to these Bylaws.

- a. Proposed amendments may be originated by the Board of Directors, the Executive Committee, or any member of the Board of Directors.
- b. Prior to being taken to the Board of Directors for approval, proposed amendments should be taken to the Executive Committee preliminarily for review and discussion and then brought to the Executive Committee at a subsequent meeting for a recommendation for approval to the Board.
- c. A copy of any proposed amendments shall be forwarded by the Clerk of the Board to the official representative of each Member Agency, his or her alternate and the Member Agency itself, at the same time as the proposed amendments are mailed as a report attachment to the agenda for the preliminary Executive Committee meeting referred to in subsection b of this section.
- d. Amendments to these Bylaws (except those provisions mandated by state law) shall require the vote of a majority of the Member Agencies using the voting process described in Article IV, Section 5(a) of these Bylaws.

Adopted July 2003 by the SANDAG Board of Directors  
Revised November 2003 by the SANDAG Board of Directors  
Amended November 2004 by the SANDAG Board of Directors  
Amended January 2006 by the SANDAG Board of Directors  
Amended July 2007 by the SANDAG Board of Directors  
Amended December 2008 by the SANDAG Board of Directors  
Amended January 2010 by the SANDAG Board of Directors  
Amended March 2014 by the SANDAG Board of Directors  
Amended November 2014 by the SANDAG Board of Directors  
Amended December 2015 by the SANDAG Board of Directors  
Amended January 2017 by the SANDAG Board of Directors  
Amended February 2018 by the SANDAG Board of Directors  
Amended January 2019 by the SANDAG Board of Directors  
Amended April 2020 by the SANDAG Board of Directors



# Final Program Budget



**FY 2020**

# **Final FY 2020 SANDAG Program Budget**

**(Including the Overall Work Program)**

**July 1, 2019**

The Program Budget and Overall Work Program (OWP) are designed to meet the comprehensive planning requirements of the U.S. Department of Transportation and the California Department of Transportation.

Some of the research in the OWP is to assist others with data gathering and other information for their individual work products and studies. Such efforts are supported with funding from other public or private agencies. Findings and conclusions of those studies are those of the authors and do not necessarily reflect the official position or policies of SANDAG or its Board of Directors.

The Program Budget is available in its entirety at [sandag.org/owp](http://sandag.org/owp).



401 B Street, Suite 800 ▪ San Diego, CA 92101-4231 ▪ (619) 699-1900

[sandag.org](http://sandag.org)



# 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.

## Chair

Hon. Steve Vaus

## Vice Chair

Hon. Catherine Blakespear

## Executive Director

Hasan Ikharta

### City of Carlsbad

Hon. Cori Schumacher, Councilmember  
(A) Hon. Barbara Hamilton, Councilmember  
(A) Hon. Priya Bhat-Patel, Mayor Pro Tem

### City of Chula Vista

Hon. Mary Salas, Mayor  
(A) Hon. Steve Padilla, Deputy Mayor  
(A) Hon. John McCann, Councilmember

### City of Coronado

Hon. Richard Bailey, Mayor  
(A) Hon. Bill Sandke, Mayor Pro Tem  
(A) Hon. Mike Donovan, Councilmember

### City of Del Mar

Hon. Ellie Haviland, Deputy Mayor  
(A) Hon. Dwight Worden, Councilmember  
(A) Hon. Dave Druker, Mayor

### City of El Cajon

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

### City of Encinitas

Hon. Catherine Blakespear, Mayor  
(A) Hon. Tony Kranz, Councilmember  
(A) Hon. Joe Mosca, Councilmember

### City of Escondido

Hon. Paul McNamara, Mayor  
(A) Hon. Olga Diaz, Councilmember  
(A) Hon. Mike Morasco, Councilmember

### City of Imperial Beach

Hon. Serge Dedina, Mayor  
(A) Hon. Mark West, Councilmember  
(A) Hon. Paloma Aguirre, Councilmember

### City of La Mesa

Hon. Kristine Alessio, Councilmember  
(A) Hon. Bill Baber, Councilmember  
(A) Hon. Colin Parent, Vice Mayor

### City of Lemon Grove

Hon. Racquel Vasquez, Mayor  
(A) Hon. Jennifer Mendoza, Councilmember  
(A) Hon. Jerry Jones, Councilmember

### City of National City

Hon. Alejandra Sotelo-Solis, Mayor  
(A) Hon. Mona Rios, Councilmember  
(A) Hon. Ron Morrison, Vice Mayor

### City of Oceanside

Hon. Jack Feller, Deputy Mayor  
(A) Hon. Christopher Rodriguez, Councilmember  
(A) Hon. Esther Sanchez, Councilmember

### City of Poway

Hon. Steve Vaus, Mayor  
(A) Hon. John Mullin, Councilmember  
(A) Hon. Caylin Frank, Councilmember

### City of San Diego

Hon. Kevin Faulconer, Mayor  
(A) Hon. Mark Kersey, Councilmember  
(A) Hon. Chris Cate, Councilmember  
Hon. Georgette Gomez, Council President  
(A) Hon. Barbara Bry, Council President Pro Tem  
(A) Hon. Monica Montgomery, Councilmember

### City of San Marcos

Hon. Rebecca Jones, Mayor  
(A) Hon. Sharon Jenkins, Mayor Pro Tem  
(A) Hon. Maria Nunez, Councilmember

### City of Santee

Hon. John Minto, Mayor  
(A) Hon. Ronn Hall, Councilmember  
(A) Hon. Rob McNelis, Councilmember

### City of Solana Beach

Hon. David A. Zito, Mayor  
(A) Hon. Jewel Edson, Deputy Mayor  
(A) Hon. Kristi Becker, Councilmember

### City of Vista

Hon. Judy Ritter, Mayor  
(A) Hon. Amanda Rigby, Councilmember  
(A) Hon. John Franklin, Deputy Mayor

### County of San Diego

Hon. Jim Desmond, Supervisor  
(A) Hon. Dianne Jacob, Chair  
Hon. Kristin Gaspar, Supervisor  
(A) Hon. Greg Cox, Vice Chair  
(A) Hon. Nathan Fletcher, Supervisor

## Advisory Members

### Imperial County

Hon. Jesus Eduardo Escobar, Supervisor  
(A) Mark Baza, Imperial County Transportation Commission

### California Department of Transportation

Laurie Berman, Director  
(A) Cory Binns, District 11 Director  
(A) Ann Fox, Deputy Director

### Metropolitan Transit System

Hon. Mona Rios  
(A) Hon. Nathan Fletcher

### North County Transit District

Hon. Tony Kranz  
(A) Hon. Priya Bhat-Patel  
(A) Hon. Jewel Edson

### U.S. Department of Defense

Joe Stuyvesant, Navy Region Southwest Executive Director  
(A) Steve Chung, Navy Region Southwest

### Port of San Diego

Hon. Garry Bonelli, Chairman  
(A) Hon. Michael Zucchet, Commissioner

### San Diego County Water Authority

Ron Morrison, Director  
(A) Gary Croucher, Vice Chair  
(A) Mel Katz, Director

### San Diego County Regional Airport Authority

April Boling, Chair  
(A) Vacant

### Southern California Tribal

#### Chairmen's Association

Hon. Cody Martinez, Chairman,  
Sycuan Band of the Kumeyaay Nation  
Hon. Robert Smith, Chairman,  
Pala Band of Mission Indians

### Mexico

Hon. Marcela Celorio,  
Cónsul General of Mexico  
(A) Gaspar Orozco  
Deputy Cónsul General of Mexico  
(A) Hon. Ruth Alicia López, Vice Cónsul

## Abstract

Title:	Final FY 2020 SANDAG Program Budget (including Overall Work Program)
Author:	San Diego Association of Governments (SANDAG)
Subject:	SANDAG Program Budget and Overall Work Program
Date:	July 1, 2019
Local Planning Agency:	San Diego Association of Governments
Source of Copies:	San Diego Association of Governments 401 B Street, Suite 800 San Diego, CA 92101
Abstract:	The SANDAG Program Budget and Overall Work Program contain a description of the SANDAG work program on a project-by-project basis for FY 2020, as well as other budget components.
Funding:	This program is primarily financed with federal funds from the Federal Transit Administration and Federal Highway Administration; state funds from the California Department of Transportation; and transportation sales tax and local funds from SANDAG member jurisdictions.

## Acknowledgements

The preparation of this document was accomplished with the collaboration of SANDAG management, financial staff, project managers, budget coordinators, and administrative support personnel. We express appreciation to all of the staff members who contributed to the budget process culminating in this document. SANDAG Executive Staff as of July 1, 2019, includes:

Hasan Ikhata, Executive Director  
Kim Kawada, Chief Deputy Executive Director  
John Kirk, General Counsel  
Laura Coté, Director of Administration  
David Hicks, Director of Communications  
Ray Major, Director of Data, Analytics, and Modeling  
André Douzjian, Director of Finance  
Charles “Muggs” Stoll, Director of Land Use and Transportation Planning  
Jim Linthicum, Director of Mobility Management and Project Implementation  
Ray Traynor, Director of Operations  
José Nuncio, *TransNet* Department Director

## Table of Contents

### Chapter 1 Overview

Introduction.....	1-1
Organizational Structure.....	1-1
Committee Structure .....	1-2
FY 2020 Strategic Goals and Areas of Emphasis .....	1-6
FY 2020 Major Projects and Work Efforts .....	1-7
Economic and Funding Outlook.....	1-12
Local, State, Tribal, and Federal Agency Coordination and Participation.....	1-15
Public Involvement.....	1-15
Federal Certification Process .....	1-16
SANDAG Program Budget Components .....	1-17
Revenue and Expenditure Summary.....	1-19

### Chapter 2 Detailed Work Element Descriptions

Overview .....	2-1
2.1 – Modeling and Research .....	2.1-1
2.2 – Regional Planning .....	2.2-1
2.3 – Project Implementation.....	2.3-1
2.4 – External Support and Communications.....	2.4-1

### Chapter 3 OWP Revenue and Expense Summary

Overview .....	3-1
Program Revenues .....	3-2
Program Expenses .....	3-6
Contracted Services .....	3-9
Program Revenues – Consolidated Planning Grant Funding .....	3-14
Program Expenses – Consolidated Planning Grant Funding.....	3-16
FY 2018-2020 Expenditure Comparison .....	3-17

### Chapter 4 Regional Operations and Services

Overview .....	4-1
Detailed Work Element Descriptions .....	4-2
Program Revenues.....	4-33
Program Expenses .....	4-34
Five-Year Projected Revenue and Expenses .....	4-35
Five-Year Projected Reserve Fund Balances .....	4-37
Contracted Services .....	4-39
FY 2018-2020 Expenditure Comparison .....	4-41



## **Chapter 5      Pending Discretionary Grants and Projects**

Overview .....	5-1
Pending Discretionary Grants.....	5-2

## **Chapter 6      Certifications/Assurances and Resolutions**

Planning Factors .....	6-1
Certifications and Assurances .....	6-2
Resolution for Adoption of FY 2020 Program Budget, including the OWP .....	6-8

## **Chapter 7      Administration and Board Budgets**

Overview .....	7-1
Administration Budget.....	7-2
Administration Budget Detailed Descriptions .....	7-3
Administration Budget Contracted Services .....	7-4
Board of Directors Budget .....	7-6
Board of Directors Budget Detailed Descriptions .....	7-7

## **Chapter 8      *TransNet* Program**

Overview .....	8-1
<i>TransNet</i> Extension Flow of Funds – FY 2009 to FY 2048.....	8-2
Program Budget .....	8-3
Long-Term Debt Program .....	8-5
Short-Term Debt Program.....	8-7
Independent Taxpayer Oversight Committee Program (Work Element Project No. 1500200) .....	8-8
Senior Services Transportation Grant Program .....	8-10
Active Transportation Grant Program .....	8-11
Smart Growth Incentive Program.....	8-12
Environmental Mitigation Program – Regional Habitat Conservation Fund 12003 and 12013 .....	8-14
Environmental Mitigation Program – Land Management Grant Program .....	8-16
New Major Corridor Transit Operations Program .....	8-18

## **Chapter 9      Capital Budget**

Overview .....	9-1
Capital Budget Funding .....	9-3
Capital Program Expenditures.....	9-7
9.1 – <i>TransNet</i> Program of Projects.....	9.1-1
9.2 – TCIF/Goods Movement Program .....	9.2-1
9.3 – Regional Bikeway Program .....	9.3-1
9.4 – Major Capital Projects.....	9.4-1
9.5 – Minor Capital Projects.....	9.5-1
9.6 – Projects Pending Closeout .....	9.6-1
9.7 – Projects Completed Through A Major Milestone .....	9.7-1

## **Chapter 10      Member Agency Assessments**

Overview .....	10-1
SANDAG and Criminal Justice Research Division – Member Agency Assessments .....	10-2
ARJIS Member Assessments and Other Revenue Sources .....	10-3
ARJIS Ex-Officio Member Assessments (JPA) .....	10-4

## **Chapter 11      Human Resources**

Overview .....	11-1
SANDAG Agency Structure.....	11-2
SANDAG Departmental Organization Chart.....	11-3
Personnel Cost Summary .....	11-4
Position Classification/Salary Range Table .....	11-5

## **Chapter 12      Contingency Reserves**

Overview .....	12-1
Overall Work Program Fund Reserve.....	12-2
Motorist Aid Call Box Program Reserve.....	12-2
SANDAG Administration Reserve.....	12-2
SR 125 Facility Operations Reserve.....	12-3
Automated Regional Justice Information System Reserve.....	12-3
I-15 Express Lanes Operations Program Reserve.....	12-3
Capital Program Contingency .....	12-4

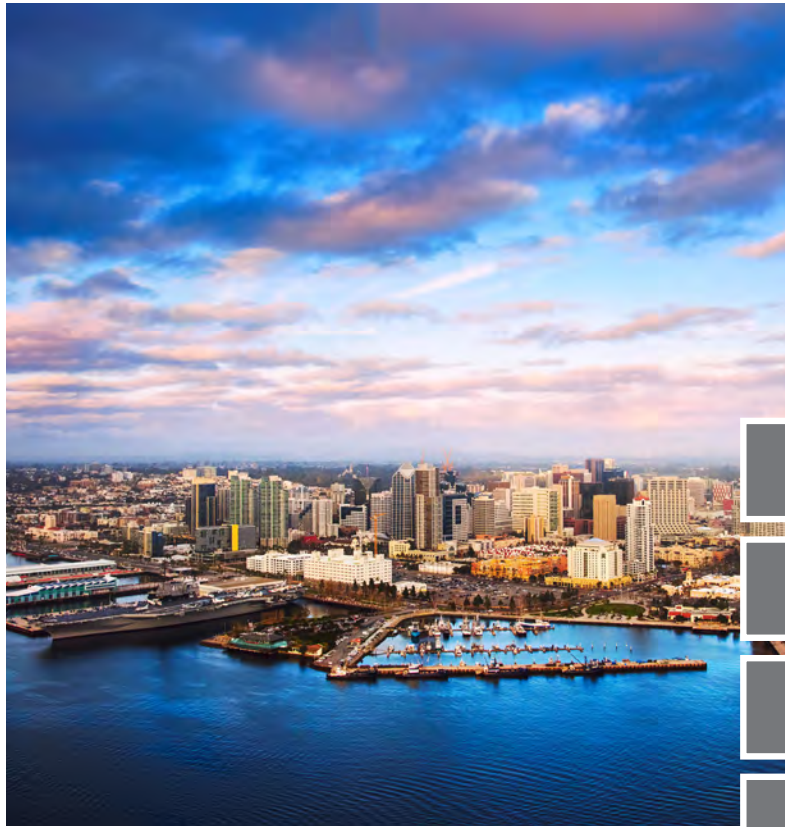
## **Appendices**

Appendix A	FY 2020 Overall Work Program – Policy Advisory Committee Involvement.....	A-1
Appendix B	FY 2020 Overall Work Program – Project Justification Table.....	B-1
Appendix C	Milestones in SANDAG Regional Decision-Making.....	C-1
Appendix D	Capital Improvements in the Regional Plan Exceeding \$400 Million.....	D-1
Appendix E	Overall Authority, Responsibilities, and Mandates.....	E-1
Appendix F	Glossary, Acronyms in the FY 2020 SANDAG Budget .....	F-1

## **Index**

Index .....	a
-------------	---

# Chapter 1



## Overview

## Introduction

The San Diego region is home to 3.35 million residents who live in 18 incorporated cities and the County of San Diego. The San Diego Association of Governments (SANDAG) is the public agency that serves as the regional forum for those local governments to come together and conduct planning, decision-making, and project implementation. With oversight by a Board of Directors—made up of elected officials from the 18 city councils and the County Board of Supervisors—SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation; and provides information on a broad range of topics pertinent to the region’s quality of life. SANDAG is responsible for responding to most state and federal mandates that apply to regions, and to most locally generated mandates that must be handled regionally.

## Organizational Structure

The Board is the governing body responsible for establishing the agency’s policies and programs. Directors are elected officials—mayors, city councilmembers, or county supervisors—selected by their peers from each of the region’s 18 incorporated cities and the County.

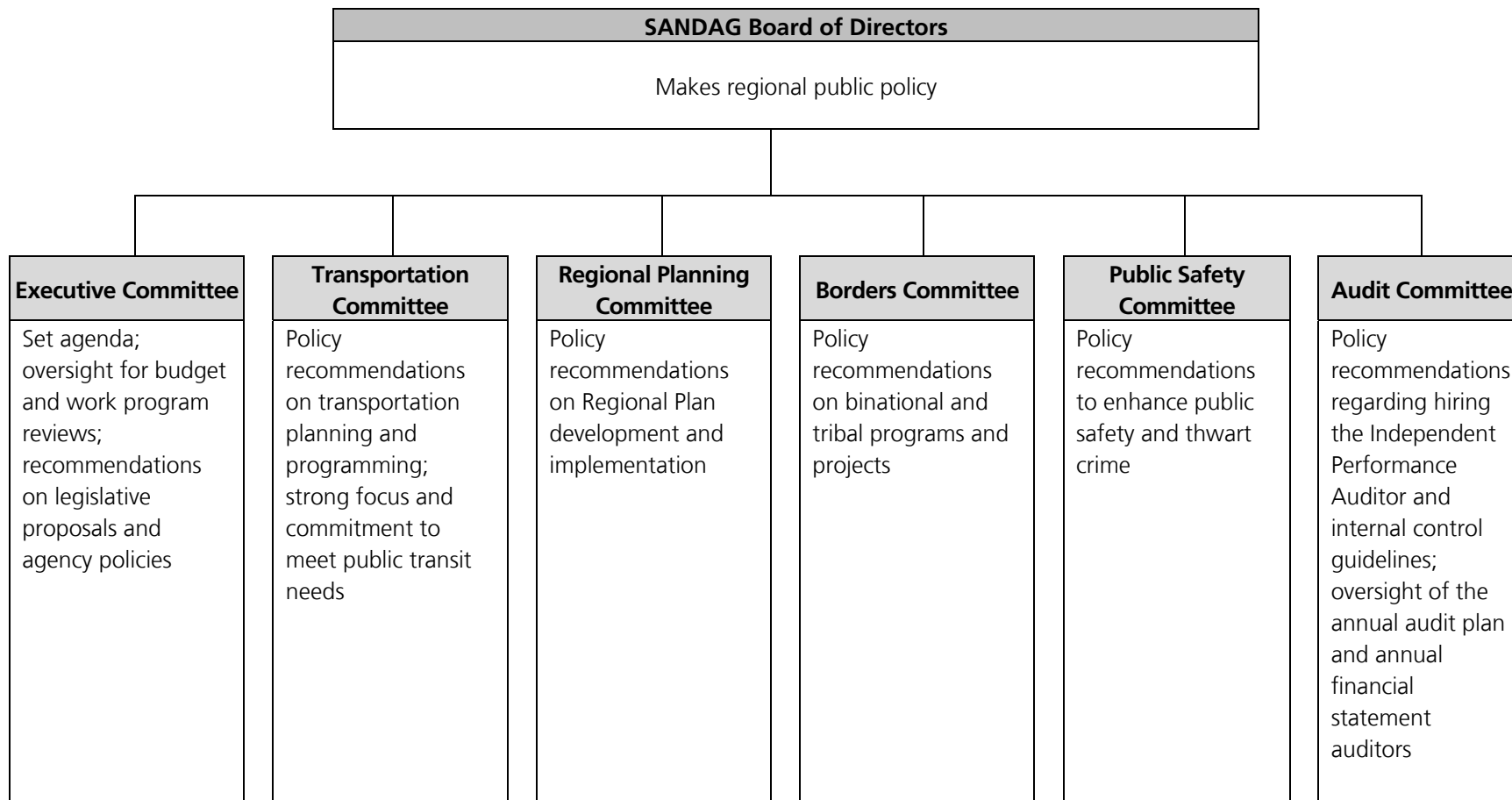
Representatives from Imperial County, Caltrans, the U.S. Department of Defense, Port of San Diego, San Diego County Water Authority, San Diego Metropolitan Transit System (MTS), San Diego County Regional Airport Authority (SDCRAA), North County Transit District (NCTD), Southern California Tribal Chairmen’s Association, and Mexico serve on the Board as non-voting advisory members.

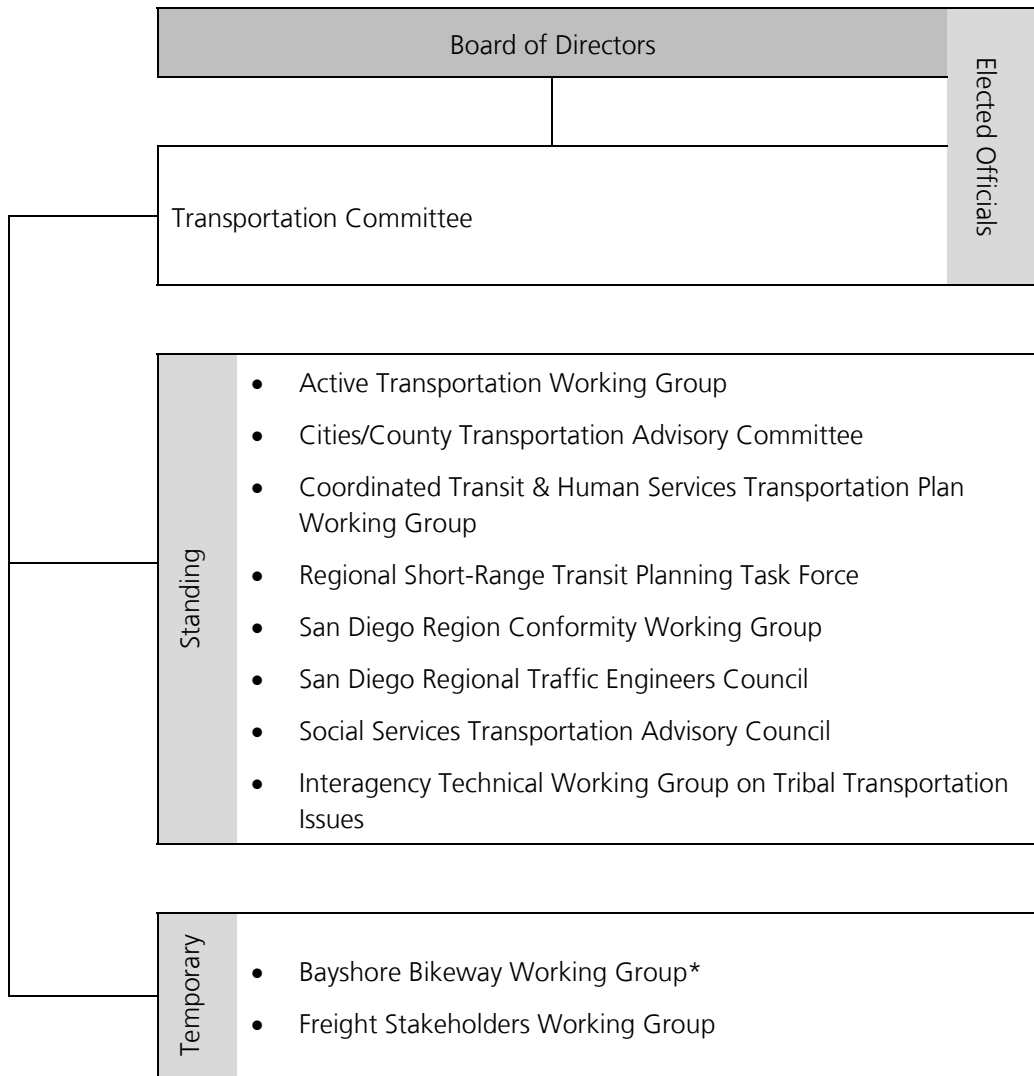
Most matters are decided by a simple tally vote; however, under some circumstances, the Board may take a weighted vote based on population that can supersede the tally vote. Each of the 19 local jurisdictions has one tally vote. The weighted vote is proportional to each jurisdiction’s population as a percentage of San Diego County as a whole. Pursuant to Public Utilities Code Section 132351.2, each agency must have at least one vote, there are no fractional votes, and no agency may have 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. Below is the distribution of weighted votes as of July 1, 2019:

Carlsbad	3	Escondido	4	Poway	1
Chula Vista	8	Imperial Beach	1	San Diego	42
Coronado	1	La Mesa	2	San Marcos	3
County of San Diego	15	Lemon Grove	1	Santee	2
Del Mar	1	National City	2	Solana Beach	1
El Cajon	3	Oceanside	5	Vista	3
Encinitas	2				

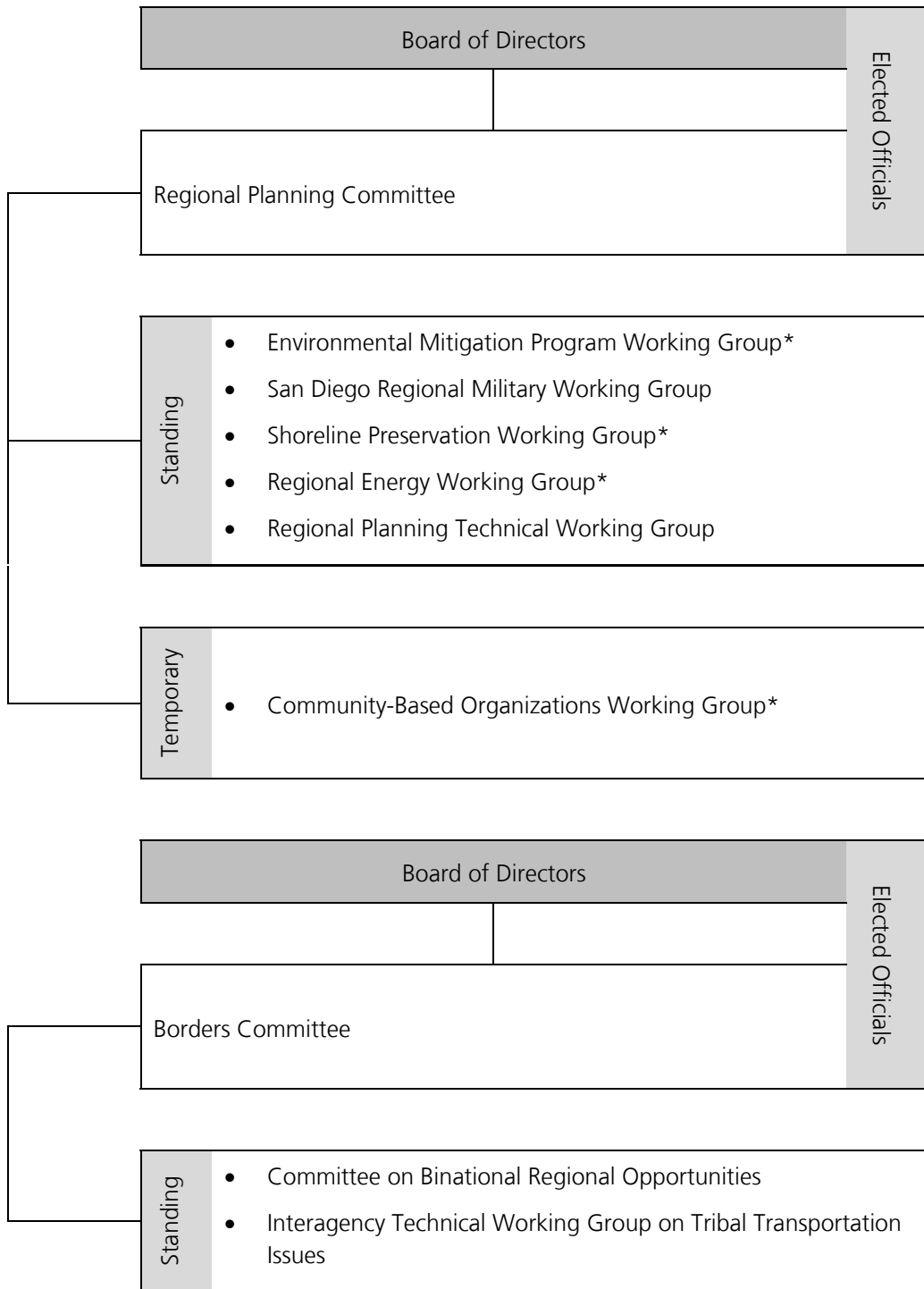


## Committee Structure

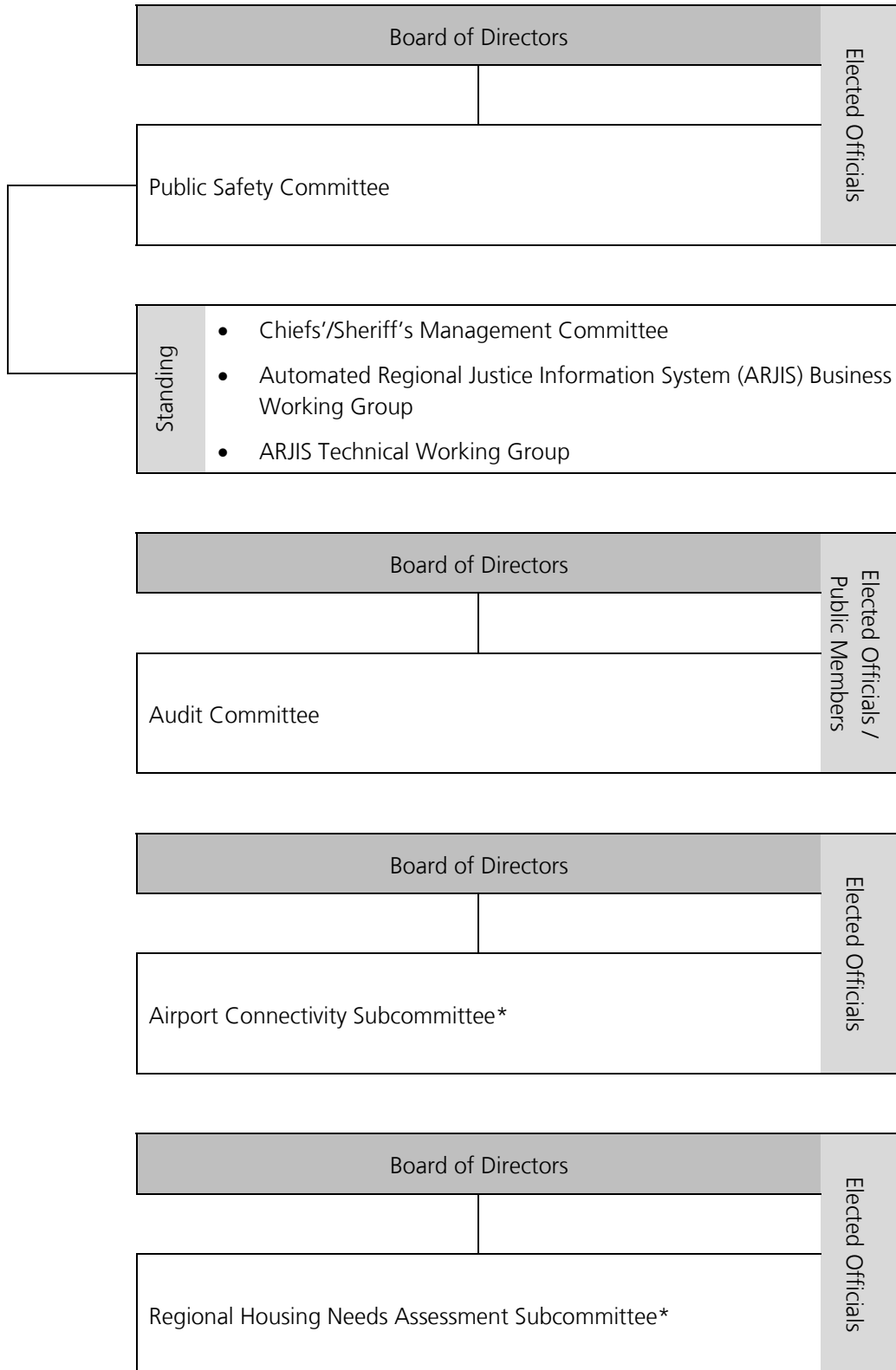




\* Chaired by elected official



\* Chaired by elected official



\* Chaired by elected official



## **FY 2020 Strategic Goals and Areas of Emphasis**

The Strategic Goals are long-term agencywide goals that remain relatively unchanged on an annual basis. The Areas of Emphasis—designed to support the Strategic Goals—are updated each year to highlight structural changes or particular areas of focus for the coming year.

### ***Strategic Goals***

- 1. Implement the visions of San Diego Forward: The 2015 Regional Plan and the *TransNet* Ordinance** with the goal of optimizing the efficient movement of people and goods, contributing to a healthy and sustainable region, promoting public safety, increasing housing choices, supporting a vibrant economy, and helping to protect and improve the quality of life for everyone in the region.
- 2. Improve mobility by providing more transportation choices and efficiency** through implementation of San Diego Forward: The 2015 Regional Plan (2015 Regional Plan), including improvements that provide congestion relief, public transportation, goods movement, Transportation Demand Management (TDM), innovation through emerging technologies, regional operations, and active transportation.
- 3. Enhance organizational effectiveness both internally and externally** through continuous improvements, technological solutions, employee engagement, fiscal discipline, effective communications, and partnerships with local, state, and federal agencies.
- 4. Pursue new funding and innovative solutions to fiscal, economic, and environmental challenges and opportunities.**

### ***Areas of Emphasis***

A key initiative during FY 2020 is completion of a strategic planning and organizational assessment effort that will establish the mission, vision, values, and strategic goals for SANDAG; define performance expectations for programs and employees; and implement efficient and effective project delivery and operational practices.

#### ***The Areas of Emphasis for FY 2020 include:***

- **Modeling and Research.** Enhance efforts to ensure data integrity and transparency, with an increased focus on data availability, governance, and dissemination; and continue to employ technologies, methodologies, and models to enhance the effectiveness of agency research and analysis, equipping SANDAG to provide comprehensive assessments of complex policy and operational issues today and into the future.
- **Regional Planning.** Collaborate with the Board, stakeholders, and the community to gather feedback and develop a big-picture vision to serve as the foundation for the next iteration of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). Communicate to stakeholders that this process will require a significant extension to the current timeline for producing the 2021 Regional Plan. Emphasize the need to envision a balanced transportation system that can be achieved through implementation of the 5 Big Moves. Work with state and federal agencies to minimize potential risks to SANDAG that may be caused by this extended effort. Risk--mitigation efforts will include preparing San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and working with the state to ensure the current 2015 Regional Plan remains in effect until SANDAG adopts the 2021 Regional Plan. In addition, move forward with the Regional Housing Needs Assessment (RHNA) process.
- **Project Implementation.** Implement the projects and programs included in the 2015 Regional Plan with the intention of achieving the goals set out in the 2015 Regional Plan, including the development and construction of initiatives such as: the Mid-Coast Corridor Transit Project (Mid-Coast Trolley); the *Rapid* network; the Bike Early Action Program (Bike EAP); coastal rail corridor double-tracking; extension of the Managed Lanes network; freeway enhancement projects; and a wide variety of projects and TDM programs to reduce congestion, promote alternative transportation, and achieve regional environmental goals.

- **External Support and Communications.** Expand and improve agency communications to more effectively engage the public and communicate essential information regarding the development of regional projects and programs, including deploying innovative technologies through public outreach programs supporting the 2021 Regional Plan development; project development; project construction; and marketing services for iCommute, South Bay Expressway, and Interstate 15 (I-15) *FasTrak*®. Continue to proactively support Board members and member agencies in efforts to communicate with partner agencies and constituencies about SANDAG initiatives.
- **Regional Operations and Services.** Implement service management and optimize operational programs and customer services to deliver enhanced mobility and public safety services for the region. Provide operations, maintenance, and support of regional data systems for transportation and law enforcement that support travelers and public safety agencies in the San Diego region.

## **FY 2020 Major Projects and Work Efforts**

### ***2021 Regional Plan and Regional Housing Needs Assessment***

The 2021 Regional Plan is an overarching blueprint for the San Diego region. It combines a big-picture vision for how the region will grow over the next 30 to 35 years with an implementation program to help make that vision a reality. At its core, it relies on a land use pattern that accommodates the region's future employment and housing needs and protects environmental resources; a multimodal transportation network that provides the region's residents with travel options; and consideration of new travel trends enabled by smart phones and other technologies to maximize investments. Overall, the 2021 Regional Plan seeks to protect the environment, create healthy communities, and stimulate economic growth. Federal law requires the Regional Transportation Plan (RTP) to be updated every four years. In order to allow time to create a bolder vision for the 2021 Regional Plan that includes a transformative transportation system that provides choices to travelers that are as fast and convenient as the car, the Board has approved extending the timeline to adopt the RTP to late 2021. This bold new vision for the 2021 Regional Plan will focus on designing a balanced transportation system through the implementation of 5 Big Moves – Complete Corridors, Transit Leap, Mobility Hubs, Flexible Fleets, and Next Operating System. A federal RTP will be developed for adoption in FY 2020. In addition, every eight years, state law requires that the RHNA be undertaken in conjunction with the RTP. The RHNA provides a methodology for allocating state housing production goals to each city and county in four income categories. State legislation is being pursued that would allow the current 2015 Regional Plan and its Environmental Impact Report to remain in effect after October 9, 2019, and allow the Board to finalize the sixth cycle RHNA allocation in October 2019.

### ***Mid-Coast Corridor Transit Project***

Under construction since late 2016, the Mid-Coast Trolley is extending Blue Line San Diego Trolley service from the historic Santa Fe Depot in Downtown San Diego north through the University City community of San Diego. The Mid-Coast Trolley will have nine stations along its 11-mile length and is scheduled to begin service in late 2021. When complete, the \$2.1-billion project will provide service to major activity areas such as the Veterans Administration Medical Center, UC San Diego, and University Towne Center, also known as Westfield UTC mall. A little more than half of the project is being funded by the regional *TransNet* half-cent sales tax for transportation and the remainder by the federal government under a \$1-billion Full Funding Grant Agreement, which was executed with the Federal Transit Administration (FTA) in September 2016.

The first half of the Mid-Coast Trolley runs from the Old Town Transit Center to the southern section of University City. It follows the heavy rail freight and passenger corridor right-of-way (ROW), which is operated by NCTD. The second section, which will be elevated for four miles, follows the Caltrans ROW along Interstate 5 (I-5), crossing over I-5 twice to travel through UC San Diego and then University City, where it ends at University Towne Center.



In FY 2019, SANDAG completed major work on bridges, abutments and piers, utility undergrounding, and drilling and pouring the concrete columns that will support the elevated viaduct that will hold the Trolley tracks, building stations, and laying the girders on the elevated Trolley alignment. On the UC San Diego campus, all of the columns were completed, the girders poured or installed, the two station decks poured, and bridges completed. In addition, crews have almost completed realigning the rail corridor, double-tracking the heavy rail, and have begun to install the Trolley light rail lines.

In FY 2020, SANDAG will continue work on the installed viaducts in the northern section of the project and grading, drainage, retaining walls, and bridges on the southern section. Trackwork, substantial work on the stations, and systems elements will begin construction.

### ***San Diego River Bridge Double Track Project***

The San Diego River Bridge Double Track (SDRBDT) project represents a critical element of the larger effort to double track the entire coastal heavy-rail corridor in the San Diego region. Double-tracking the rail line is a priority for SANDAG and NCTD, which operates the San Diego County section of the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor. The LOSSAN Rail Corridor, which spans six counties and runs 351 miles, is the second-busiest intercity passenger rail corridor in the nation. Approximately 50 trains operate each weekday on the segment of the corridor south of Oceanside.

In FY 2019, the SDRBDT project replaced the decades-old rail bridge with a new 900-foot bridge over the environmentally sensitive San Diego River; added a new second heavy rail track from just north of the Old Town Transit Center to Tecolote Road in San Diego, and is in the process of building a new light-rail San Diego Trolley bridge. The \$94-million project includes ROW costs, design, environmental planning, construction management, permitting, signal installation, and construction.

Double-tracking increases the capacity and reliability of the rail line and allows trains traveling in opposite directions to pass each other without slowing down or stopping.

The SDRBDT project began in 2016. Construction is anticipated to be complete in late 2019.

### ***Interstate 5 North Coast Corridor Program/Build NCC***

SANDAG and Caltrans kicked-off construction for Phase 1 of the I-5 North Coast Corridor (NCC) Program, known as *Build NCC*, in November 2016. The \$700-million package of highway, rail, bike, pedestrian, and community and environmental enhancement projects has been praised as a role model for integrated planning. This is the first phase of a four-decade NCC program, estimated to cost \$6 billion. The Phase 1 projects are located in the North Coast area of the region, with the majority of the work concentrated in the City of Encinitas. About \$480 million is slated for highway improvements; \$140 million for rail improvements; and \$80 million for environmental improvements. *Build NCC* includes the LOSSAN Rail Corridor double-tracking projects, extended carpool lanes, new bike and pedestrian trails; and the restoration of the San Elijo Lagoon.

In FY 2019, construction was underway on the \$120-million San Elijo Lagoon restoration and habitat preservation project. Completion is expected in 2021. Bicycle and pedestrian improvements estimated to cost \$12.5 million are underway on Encinitas Boulevard and Santa Fe Drive. Also started as part of *Build NCC* was the relocation of utilities in various locations; the addition of bike lanes along Leucadia Boulevard at I-5; and a sound wall along I-5 in the City of Encinitas. It is anticipated that work will continue on these projects in FY 2020, as well as on additional projects. Also completed in FY 2019 was double-tracking of the rail line over the San Elijo Lagoon and the highway rail bridge replacement over the San Elijo Lagoon. Ongoing in FY 2020 are the construction of the high-occupancy vehicle and auxiliary lanes on I-5 between Manchester Avenue and Palomar Airport Road, as well as the highway bridge over the San Elijo Lagoon.

### **Otay Mesa East Port of Entry and State Route 11**

The Otay Mesa East Port of Entry (POE) Project, along with a new connecting freeway, State Route 11 (SR 11), is jointly undertaken by SANDAG and Caltrans, in cooperation with key partner agencies on both sides of the United States–Mexico border. Project milestones in FY 2019 included the start of construction of the State Route 125 (SR 125)/State Route 905 (SR 905)/SR 11 connectors and the final segment of SR 11; procurement of ROW for the new POE; and beginning a Traffic and Revenue Analysis. For FY 2020, the project expects to complete the binational Intelligent Transportation System (ITS) pre-deployment study; operationalize southbound border wait-time data collection; and develop a comprehensive funding plan that includes public funds, tolls, and other revenues. Upon completion of the studies, a binational architectural and engineering design plan for both the United States and Mexican sides of the POE complex will commence. In addition, the project team will begin the design of the binational ITS. Construction of the SR 125 southbound to SR 905 westbound connectors and Siempre Viva interchange improvements will begin in summer 2020.

### **South Bay Rapid**

Construction began in March 2016 on the South Bay *Rapid*, a \$139-million effort to provide travelers with a frequent and reliable transit choice. South Bay *Rapid* includes 12 stations along a 26-mile route from the Otay Mesa POE to Downtown San Diego via eastern Chula Vista, connecting to employment and activity centers in Downtown San Diego and South County. The heart of the project is the dedicated transit guideway – a nearly-six-mile-long transit-only lane in the median of East Palomar Street and along Eastlake Parkway in Chula Vista, including a transit-only guideway bridge over SR 125. In late 2017, construction was completed on the first segment of the route on East Palomar Street between Heritage Road and Olympic Parkway. Three other segments were completed in 2018: the Millenia station, Otay Mesa Transit Center, and stations on East Palomar Street from Olympic Parkway to Eastlake Parkway at Birch Road. The final segment on East Palomar Street from Heritage Road to Interstate 805 is expected to be completed in FY 2020. A limited service was launched in September 2018 between the East Palomar Transit Station and Downtown San Diego. The full-service launch and Grand Opening Community Celebration were held in January 2019. The line helps to further the regional *Rapid network* to provide better connections between residential areas and major employment centers. *Rapid* services run more frequently, feature limited stops, and offer increased reliability and customer convenience. Transit riders enjoy new, uniquely branded buses with added amenities, as well as stations with upgraded features such as enhanced shelters and next-bus-arrival signs.

### **Regional Bike Plan Early Action Program**

In FY 2014, the Board approved the *Regional Bike EAP* – a \$200-million initiative to expand the bike network countywide and finish high-priority projects within a decade. Currently, nearly 30 projects in the Bike EAP are either open or in various stages of development. The goal is to make it easier for people of all ages and abilities to ride their bikes to school, work, transit stations, and other major destinations. In FY 2019, a one-mile segment of the Coastal Rail Trail in Encinitas and a three-mile portion of the Inland Rail Trail in North County were completed and opened to the public. Additionally, the Border to Bayshore and Park Boulevard bikeways were environmentally cleared and moved into the final design phase. Significant progress was made in FY 2019 on final design of eleven regional bikeways: the Bayshore Bikeway: Barrio Logan segment; the Central Avenue, Imperial Avenue, Pershing, Howard, Robinson, University, Eastern Hillcrest, and Washington Street bikeways; and the San Diego River Trail: Carlton Oaks segment. Major construction milestones in FY 2020 will include opening a Coastal Rail Trail segment in the City of San Diego and initiating construction on segments of the Bayshore Bikeway, the North Park | Mid-City Bikeways, which includes Landis Bikeway and Georgia – Meade Bikeway, and the first segment of the Uptown Bikeways on Fourth and Fifth avenues. Completing the designs of additional high-priority urban bikeway projects in the North Park and Mid-City communities of the City of San Diego also is included in the Bike EAP.



### ***State Route 125 Operations***

SANDAG will continue operations and maintenance of the SR 125 toll road while controlling costs and meeting financial obligations. This year's focus will include the continuation of the implementation of a new tolling system to support centralized operations for I-15, SR 125, SR 11/Otay Mesa East, and future priced facilities. Work also will continue to replace the aging roadway toll-collection system on SR 125 and to transition to a new technology that will enhance operational efficiency and meet the state's new standard for interoperability. Pavement preservation design work on the SR 125 ramps that will meet the Americans with Disabilities Act curb ramp requirements also will continue in FY 2020.

### ***Motorist Aid Services***

SANDAG will continue with the implementation of the Call Box Right-Sizing Plan in FY 2020 and will work with Caltrans on signage permit approvals. In FY 2019, marketing and outreach were expanded, and they will continue to expand in FY 2020 to increase public awareness of the 511 Mobile Roadside Assistance service. The Freeway Service Patrol was expanded in FY 2019 to add two roving service trucks to provide midday service and weekend service on all corridors. This increased service will be funded by California Senate Bill 1 (SB 1) (Beall, 2017) gas tax revenue throughout the upcoming year.

### ***Transportation Modeling and Data Management***

In FY 2020, SANDAG staff will provide forecasts, models, and other information that informs coordinated planning processes across the San Diego region to stakeholders. Efforts that have been put into place as part of the Plan of Excellence related to data transparency, integrity, and quality will be continued and refined to ensure that reliable information is available in easy-to-understand and timely formats to decision-makers across the region.

SANDAG staff will be actively involved in the development of the 2021 Regional Plan and other planning efforts through the application of forecast tools and the activity-based model in support of land use scenario evaluation, transportation network alternatives analysis, and the evaluation of performance measures. In addition, staff will work with others across the agency to ensure that the agency is at the forefront of data governance efforts that include business intelligence, data mining, and migration to the cloud.

### ***Advancing 21st Century Mobility***

In FY 2020, SANDAG staff and partner agencies will continue moving forward with plans and pilot projects that seek to move people more efficiently and sustainably through technology, service innovations, and partnerships. In FY 2019, SANDAG completed the Regional Mobility Hub Strategy and a Mid-Coast Corridor Mobility Hub Strategy. SANDAG also partnered with NCTD to develop and implement mobility hub pilot projects that will improve connections to COASTER and SPRINTER stations using on-demand shared mobility services. SANDAG continued the operation of the I-15 Integrated Corridor Management (ICM) System. ICM uses cutting-edge technology to operate and manage individual transportation systems as a unified network. It allows freeway, surface street, and transit networks to be managed together to improve mobility and maximize system efficiency.

### ***iCommute***

The iCommute program promotes transportation choices that reduce drive-alone trips and manage demand on the regional transportation system. In FY 2020, iCommute will continue to conduct outreach to regional employment centers, grow participation in the Regional Vanpool Program, support member agencies with expanding shared mobility and developing and implementing TDM plans and policies, and increase carpooling through an incentive program in partnership with Waze Carpool. Also, in FY 2020, the iCommute Program will focus on enhancing commuter services through technology improvements, completing installation of electric bike lockers available on demand at transit stations across the region, and coordinating mobility hub pilot projects in partnership with transit agencies and local jurisdictions.

## ***Energy and Climate Change Planning***

The Energy and Climate Change Planning Program will continue to implement measures identified in the 2015 Regional Plan to save energy, reduce greenhouse gas (GHG) emissions, and support climate adaptation planning. Emphasis in FY 2020 includes working with local jurisdictions to prepare, update, and monitor climate action plans; performing technical services and analyses such as updated GHG inventories and energy efficiency audits for local jurisdictions; monitoring and analyzing State policies, regulations, and activities; and leading and participating in regional climate planning, energy efficiency, and adaptation collaboratives and activities. FY 2020 also will feature completion of an Energy and Climate Programs Study for the 2021 Regional Plan; development and implementation of an Electric Vehicle Charging Station incentive program; completion of an interactive data portal to support regional climate planning efforts; and initiation of regional guidance documents to advance adaptation planning in light of pending uncertainty related to climate change impacts, such as sea-level rise and increased wildfire.

## ***Airport Connectivity Subcommittee Project***

In FY 2019, SANDAG convened an Airport Connectivity Subcommittee, a temporary subcommittee appointed by the Board to oversee a multi-agency effort to identify future transportation solutions for improved transit and road connectivity to the San Diego International Airport. The subcommittee was to have ended its work in June 2019 with a consensus on the best transportation solution that works for every area of the region. Partners include SANDAG, City of San Diego, County of San Diego, MTS, NCTD, Port of San Diego, SDCRAA, and Caltrans District 11. The subcommittee is considering various options to site a “Grand Central Station” concept to house all modes of transportation and a people mover for internal airport transportation. In FY 2020, the finalized concept should move into the planning and design phase.

## **Economic and Funding Outlook**

The SANDAG financial outlook is tied to the health of the regional, state, national, and global economy. How the overall economy in the world fares can have ripple effects on sales tax receipts and other sources of revenue that the agency depends on to carry out its projects and programs. Sales tax-based sources, such as Transportation Development Act and *TransNet*, are a significant source of funding for both the Capital Program and the Overall Work Program (OWP).

The United States economy’s growth in 2018 improved from 2017. The nation’s total value of goods and services produced, also known as the Gross Domestic Product, rose at an annual rate of 3.4 percent during the third quarter of 2018, following second-quarter growth of 4.2 percent and first-quarter growth of 2.2 percent. The Federal Open Market Committee (Fed) set its full-year growth estimate at 3.0 to 3.1 percent, a marked improvement from the 2.2-percent growth achieved in 2017. This allowed the Fed to raise the key Federal Funds Rate to 2.5 percent at its December 2018 meeting, with additional increases likely in 2019.

Robust economic growth has been generally widespread, though the Organisation for Economic Co-operation and Development is warning that global growth has peaked, and that 2019 and 2020 will likely see slightly slower growth. While consumer confidence, low unemployment, and higher wages are all positives, recent turmoil in the stock market, the reemergence of trade barriers, and slower growth (particularly in China) lend a note of caution to economic forecasts. The Fed is projecting a continued rate of 2.3 to 2.5 percent U.S. economic growth in 2018.

Locally, the San Diego region's \$230+ billion economy is healthy. The county offers employers a highly skilled workforce. Forecasts for the next 20 years show population growth of more than 20,000 residents annually. While prices in the housing market have recovered to pre-recession levels, construction of homes has not kept pace with population increases, leading to high housing costs, though construction has increased, and price gains slowed, in the last year. The San Diego region recorded 26,400 new jobs in the last 12 months, and the local unemployment rate dropped to an exceptionally low 3.2 percent in October, below even the low national level of 3.7 percent. And while wage growth had been sluggish during most of the last decade, wages are beginning to trend upwards, with 3.4 percent annual wage growth reported by the Bureau of Labor Statistics for San Diego (2017 2Q–2018 2Q). With much of San Diego's job growth occurring in relatively low-paying sectors, wage growth will be critical as residents cope with rising housing costs.

The regional economy has diversified and matured over the past 75 years, from a military-focused city where 70 percent of jobs in the local economy were in traditional sectors (e.g., military, manufacturing, construction, finance, and retail and wholesale trade) to the current market, where only about 39 percent of jobs are in traditional sectors, and no sector accounts for more than 15 percent of the regional economy.

Several sectors are economic drivers, specifically tourism, the military, and the "innovation" sector, which together make up 33 percent of the regional economy. San Diego is routinely listed as the nation's top domestic travel destination, and San Diego's hospitality sector grew four times as fast as our overall economy during the past 27 years. Nearly 35 million visitors come to San Diego annually, and they inject almost \$10 billion a year into the regional economy.

The military is pivoting toward Asia and has committed to San Diego, as have many military contractors, like General Dynamics NASSCO and ViaSat. During the next few years, more ships will be berthed in San Diego and billions of dollars will be invested by the Navy in infrastructure. The military also attracts \$8.4 billion in government contracts each year and supports 125,000 jobs locally. That means roughly 1 of every 11 San Diegans is directly employed by the military or Department of Defense. Many of these jobs are highly skilled, and they all generate indirect employment in many other sectors throughout the economy.

Innovation will continue to drive the regional economy, with forward-looking technologies and massive growth potential from companies like ViaSat (telecommunication technology), Illumina (DNA sequencing), and ESET (cybersecurity). During the past 25 years, San Diego's innovation sector has posted a growth rate ten times that of the rest of the economy. The sector now represents roughly 12 percent of our local economy, and it employs almost 170,000 people. The innovation sector itself also is diverse, featuring information and communication technology, biotechnology and biomedical, aerospace and navigation, and CleanTech. San Diego is the most patent-intensive region in the United States, the top destination for National Institutes of Health research funding, first in life-sciences laboratory space, and one of the best places in the United States to launch a start-up.

San Diego also fares well in industries like healthcare, education, and government. These sectors generally are population-driven (rising in tandem with population) and, together with the economic driver sectors, have proven through the Great Recession to be less affected by economic cycles. Together these recession-resilient sectors account for nearly 60 percent of the San Diego region's economy.

While the structure and short-term outlook for the San Diego economy are positive, there are concerns. For example, national and international conditions could deteriorate. Beyond major factors such as that, the local economy is challenged by high housing costs coupled with sluggish wage growth. This creates a situation that could lead to reduced spending on taxable items in the shorter term and could potentially become a drag on economic growth in the longer term. High housing costs can be a deterrent to young, skilled employees who might otherwise remain in or move to San Diego, and hinder the educational opportunities of young workers who do stay. If firms cannot find enough skilled workers at reasonable wages, they could choose to relocate. And, as the population of San Diego is expected to get older, attracting and retaining younger workers is critical, as is the ability to provide younger residents with educational opportunities.



### ***Current Funding Environment***

Taking into account these broader economic conditions, SANDAG has conducted the following analysis of funding trends:

*Local Sales Tax Revenue* – Locally, taxable retail sales over the last four quarters (June 2017–June 2018) increased 3.1 percent, which is in line with projections. The trend away from brick-and-mortar retail to online sales, as well as spending shifts toward non-taxable items, have been a drag on local retail sales, with restaurant and construction sales making up for slower growth elsewhere. However, in light of the continued decline in the unemployment rate, increase in labor force, and substantial uptick in wages since last year, taxable sales can be expected to remain steady as consumer confidence and economic status improve. The FY 2018 forecast estimated *TransNet* collections at approximately \$292 million, and we actually collected \$294.5 million. For FY 2019, an increase of 3 percent is forecast, and we are on a stronger pace than that. For FY 2020, SANDAG is again forecasting an increase of 3 percent.

### ***Federal and State Revenue***

Federal recurring revenues comprise the remainder of the flexible annual funding for the OWP, with a portion of federal formula funds supporting capital projects as well. The current revenue projections represent an increase of approximately 3 percent based on preliminary estimates received from the state and federal governments (which are subject to both the state and federal governments approving annual budgets). The Fixing America's Surface Transportation (FAST) Act authorized a general increase in transportation funding of nearly 5 percent. Actual appropriation of metropolitan planning organization (MPO) planning funds will be announced in subsequent notices appearing in the Federal Register.

Federal formula funds for capital projects are expected to grow at the same general rates authorized in the FAST Act. SB 1 was signed into law on April 28, 2017, and is expected to provide \$5.4 billion statewide annually over the next decade to fix California's transportation system. SANDAG and the transit agencies are eligible for formula funds under several of the new SB 1 programs that include planning, operations, and capital funding. SANDAG is expecting approximately \$1 million in formula funds from the Sustainable Communities Planning Grant Program for the FY 2019–2020 funding cycle.

### ***Other Revenue and Grants***

Dedicated grants, enterprise revenue, and ongoing multi-year state and federal grant programs provide funding for other projects and programs in the OWP, capital, and regional operations budget components. In particular, SANDAG and the transit agencies are eligible for discretionary funds under many of the new SB 1 programs, with awards expected to be made in spring 2019. Per direction by the Board, SANDAG has submitted multiple applications for several major capital projects under the various SB 1 programs. These funds are not included in the FY 2020 Program Budget. Budget amendments to add any SB 1 capital project grant funds would be brought to the Board pending notification of successful award.

With estimated growth rates of 5 percent and 7 percent respectively, the outlook for the I-15 Express Lanes and SR 125 toll road revenue appears robust enough to continue to fund these operations well into the future. Congestion Management and Air Quality funding and Department of Motor Vehicles call box revenue provide the remaining funding for the TDM and ITS programs.

Local and federal agencies continue to supply dedicated grant funding for the SANDAG Applied Research Division functions, which include criminal justice research, economic analysis, and demographic forecasting.

Member assessments, user fees, and discretionary grants from the Department of Justice continue to provide sufficient funding for ARJIS activities.

### **Contingency Reserve**

The ending balance of the agency's uncommitted contingency reserve as of June 30, 2019, is expected to be approximately \$5.8 million, representing 13 percent of the FY 2019 OWP Budget, which exceeds the minimum target of 10 percent as required by [SANDAG Board Policy No. 030, Contingency Reserve Policy](#). The FY 2020 Budget uses \$1.3 million of contingency reserve to advance the following urgent, high-priority needs of the agency: airport connectivity planning, development of a regional data platform (Big Science and Big Data), and expanded transportation modeling to support the 2021 Regional Plan. This reduces the reserve to \$4.5 million, representing 8 percent of the FY 2020 OWP Budget. As required by Board Policy No. 030, as new funds and savings are identified, the contingency reserve will be replenished to meet the 10 percent minimum threshold. In addition, consistent with Board Policy No. 030, recommended levels of contingency reserves for other SANDAG programs, including the SR 125 Toll Road, Motorist Aid-Call Box, I-15 *FasTrak*, ARJIS, administrative services, and the Capital Program, have been developed. Projections of contingency reserve balances can be found in Chapter 12 of this Program Budget

### **Local, State, Tribal, and Federal Agency Coordination and Participation**

SANDAG recognizes the value of working collaboratively with tribal governments and local, state, and federal agency staff to achieve regional goals. Agency consultation, cooperation, and coordination with major regional, state, tribal, and federal work efforts are carried out primarily through area-wide clearinghouse responsibilities, as outlined in state law. SANDAG has been designated as the sole state and federal grant clearinghouse for the San Diego region. Through working agreements with local, state, and tribal governments, as well as federal agencies, SANDAG, serving as the consolidated agency, and its member local governments have the opportunity to ensure the consistency of individual agency plans and programs regionwide.

This approach means better coordination and assurance of the best local technical expertise available. It also results in plans that more accurately reflect local needs and foster support when completed. Many of the work elements outlined in this Program Budget employ working groups and task forces composed of residents, engaged stakeholders, and community organizations, along with local, state, and federal staff participation.

### **Public Involvement**

The SANDAG regional work program is based upon the premise that "the goals for planning originate with the people." SANDAG uses a mix of committees, working groups, public hearings, workshops, surveys, web-based information, social media, and publications to inform, gauge, and respond to public input and concerns regarding regional issues. The direct involvement of residents and organizations representing all segments of the population, including outreach efforts to traditionally underrepresented and underserved populations, such as the elderly, disabled, low-income, and minority (i.e., Black, Hispanic, Asian American, American Indian/Alaskan Native, and Pacific Islander), are encouraged to ensure that plans and programs reflect the diverse interests within the region.

SANDAG public outreach efforts are guided by [SANDAG Board Policy No. 025, Public Participation Plan Policy](#), which is available at [sandag.org/legal](http://sandag.org/legal).

The SANDAG Public Participation Plan (PPP) establishes a process for communicating with and obtaining input from the public concerning agency programs, projects, and funding. The strategies and tactics outlined in the PPP guide the agency's public outreach and involvement efforts for highway projects; transit fare changes and construction; smart growth, environmental review, and planning efforts; growth forecasts; the RTP and Regional Transportation Improvement Program (RTIP); Tribal Consultation; and other initiatives. The PPP addresses Title VI and related nondiscrimination requirements and reflects the principles of social equity and environmental justice. Included in the PPP are procedures, strategies, and outcomes associated with the ten requirements listed in 23 CFR 450.316. The PPP also fulfills various state and federal public involvement requirements. It reflects the agency's commitment to transparency and to involving the public (including all residents and stakeholders) in the regional planning process, project development, project implementation, and the agency's many other initiatives.

The PPP was created in 2009, updated in 2012, and updated again in FY 2018. The goal is to ensure the latest technologies and best practices are incorporated into the daily outreach and engagement work conducted by SANDAG so that members of the public from all walks of life have the opportunity to weigh in on projects, programs, and policies and are informed about how agency work efforts affect them.

SANDAG communicates with residents and groups through an array of websites: sandag.org, KeepSanDiegoMoving.com, SDForward.com, iCommuteSD.com, ShiftSanDiego.com, GObyBIKEsd.com, 511sd.com, and SBXthe125.com. In FY 2019, SANDAG began the process of redesigning the sandag.org website to make it more user-friendly, which will continue through FY 2020.

In addition to the web, SANDAG communicates with the public through the news media, social media channels (Facebook, Twitter, Instagram, and YouTube), agency publications, community meetings and public workshops, email blasts and newsletters, telephone hotlines, signage, videos, partnerships with community-based organizations, and special presentations. Newsletters, report summaries, and news releases are used to present technical and policy issues in plain terms to a broad audience. Through the SANDAG speaker's bureau, staff members regularly make presentations about specific issues to local community, civic, and business groups. Additional information regarding individual topics and copies of full reports are available through the agency's public information office or via the SANDAG website at sandag.org.

### **Federal Certification Process**

Federal metropolitan transportation planning regulations require that SANDAG annually certify that its planning process is being carried out in conformance with all applicable federal requirements. In essence, the certification finding is based upon several factors. The agency must be officially designated as the MPO for the San Diego region.<sup>1</sup> SANDAG must have an adopted RTP,<sup>2</sup> RTIP,<sup>2</sup> and OWP<sup>2</sup> that meet the necessary federal requirements. Finally, the RTP and RTIP must be found to be consistent with the regionally adopted air quality plan.<sup>2</sup>

As the basis for determining the adequacy of compliance, SANDAG provides to Caltrans and maintains file copies of the appropriate documents and endorsements. Annually, as a part of the Program Budget and OWP adoption process, the Board makes the required certification finding, which is transmitted to Caltrans, the Federal Highway Administration, and the FTA. Caltrans notifies SANDAG if there are any deficiencies in the planning process (which could result in conditional certification). In such a case, the corrective actions and the date by which they must be taken are specified in an agreement between SANDAG and Caltrans.

---

<sup>1</sup> 23 U.S.C. 134, 49 U.S.C. 1607

<sup>2</sup> Sec. 174 and 176(c) and (d) of the Clean Air Act

## **SANDAG Program Budget Components**

The SANDAG Program Budget is a comprehensive financial summary of all of the activities of the organization. The capital improvement program is the largest component of the Program Budget, directly resulting from state legislation that made SANDAG the responsible agency for construction of major regional transit facilities. The *TransNet* Program itemizes the funds SANDAG manages as the administrator of the *TransNet* Extension. Other components detailed in this document include the Administrative budget, the Board budget, Member Agency Assessments, and Regional Operations and Services.

The OWP is an inventory of the regional planning projects and programs that will be undertaken during the fiscal year (July 1, 2019, through June 30, 2020). The OWP reflects consideration of the regional goals and objectives to be accomplished over the coming years. It provides a list of projects to be done in the region, which conforms to state and federal requirements, and is considered necessary by locally elected officials and the residents they represent. The OWP includes a summary of local, state, and federal funding sources to support these work efforts.

**OWP.** Documents all regional planning and program management efforts and shows how they will be paid for using eligible local, state, and federal planning funds.

**Regional Operations and Services.** Provides management of ongoing operational programs and customer services that deliver enhanced mobility and public safety services to the region. 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.

**Administrative Budget.** The Administrative budget provides for the general services necessary to produce agency programs and activities.

**Board Budget.** Accounts for expenses relating to the functions of the Board.

***TransNet* Program.** As regional administrator of *TransNet* funds, SANDAG manages funding for administration; Independent Taxpayer Oversight Committee; Bicycle, Pedestrian, and Neighborhood Safety Program; Major Corridors Program; Environmental Mitigation Program; New Major Corridor Transit Operations Program; Transit System Improvement Program (including providing for senior and Americans with Disabilities Act–related services); Local System Improvement Program (Local Street and Road formula funds); and Smart Growth Incentive Program.

**Capital Program.** Detailed in Chapter 9, the Capital budget includes the multi-year *TransNet* Program of Projects (POP) as well as transit and other capital improvements for which SANDAG has the implementing authority. Much of the *TransNet* POP is done in conjunction with Caltrans, with their expenditure plan and funding shown separately within each project. The proposed Capital budget continues the Board’s goal of implementing the *TransNet* POP and accelerating projects wherever possible. The proposed FY 2020 Capital budget is funded with local, state, and federal revenues, including *TransNet* bond proceeds.

**Member Agency Assessments.** As members of SANDAG, the 18 cities and county government are assessed a fee according to population as a means to fund Board expenses, criminal justice clearinghouse reporting, and other regional planning efforts.

***How does SANDAG use the Program Budget as a management tool?***

The annual Program Budget outlines the proposed work activities and serves as a management tool for the Board, Policy Advisory Committees, working groups, and staff. It provides local and state agencies a focal point for improving regional coordination and reducing duplication of work efforts at all levels.

As part of the process, SANDAG will monitor its effectiveness in achieving the objectives outlined in the Program Budget and OWP. By developing and updating the Program Budget annually and throughout the year as necessary, SANDAG improves its ability to identify the needs of the region and the specific programs to meet those needs.

***How do residents, policymakers, and other officials use the Program Budget?***

The adopted Program Budget becomes a blueprint of those agreed-upon regional programs and projects to be conducted during the fiscal year. It is the reference used by residents, elected officials, and planners throughout the year to understand SANDAG objectives and how they will be met through the regional comprehensive planning process, the capital program, operations, and other initiatives of the organization.

***How can you obtain a copy of the Program Budget document?***

The Program Budget is available at sandag.org under “About SANDAG – Overall Work Program and Budget” or by calling the public information office at (619) 699-1950. The SANDAG website includes a brief summary of the agency’s functions and its history; the current list of Board members and the agencies they represent; directions to get to the Downtown San Diego office of SANDAG; transportation, regional planning, and public safety information; interregional planning efforts; budgets from previous years; regional information systems; and information about the SANDAG Service Bureau. In addition, there is up-to-date information concerning meeting agendas, requests for consultant proposals, public workshops, and any job openings at the agency. SANDAG publications, reports, and most SANDAG demographic and economic data, along with geographic information system layers and interactive mapping applications, can be accessed from the website.

Line Item No.	Description	Regional Capital Projects:								Chapter Reference	
		OWP Projects	Regional Operations and Services	SANDAG	Caltrans and Other Local Agencies	TransNet Program	Board Budget Administrative Reserve	Total Program Budget			
Revenue Summary											
1	Federal Grants	\$ 26,356,302	\$ 914,485	\$ 110,360,000	\$ 97,479,000	\$ -	\$ -	\$ 235,109,787	3, 4, and 9		
2	State Grants	6,771,336	8,884,006	22,235,000	135,649,000	-	-	\$ 173,539,342	3, 4, and 9		
3	TransNet Sales Tax Revenue	-	-	-	-	309,923,514	-	\$ 309,923,514	8		
4	Interfund TransNet Transfers (including debt proceeds)	5,284,874	1,512,067	464,146,000	50,341,000	-	402,600	\$ 521,686,541	3, 4, 7, and 9		
5	Transportation Development Act Funds	12,946,826	-	2,766,000	-	-	-	\$ 15,712,826	3 and 9		
6	Member Agency Assessments	615,205	1,941,024	-	-	-	705,600	\$ 3,261,829	3, 4, 7, and 10		
7	Other Local Funds	4,546,773	41,606,718	36,566,000	6,185,000	-	-	\$ 88,904,492	3, 4, and 9		
8	Interest Income	-	-	-	-	7,392,917	-	\$ 7,392,917	8		
Total Revenues		\$ 56,521,317	\$ 54,858,299	\$ 636,073,000	\$ 289,654,000	\$ 317,316,431	\$ 1,108,200	\$ 1,355,531,247			
Expenditure Summary											
9	Direct Personnel Costs	\$ 19,395,422	\$ 12,124,593	\$ 12,300,618	\$ -	\$ 239,142	\$ -	\$ 44,059,775	3, 4, 8, 9, and 11		
10	Administrative (Indirect) Costs	8,686,635	1,338,354	5,304,862	-	108,578	428,000	\$ 15,866,429	3, 4, 7, and 9		
11	Direct Project Costs	24,283,005	39,750,353	618,467,520	289,654,000	149,659	-	\$ 972,304,538	3, 4, 8, and 9		
12	Board Related Functions	-	-	-	-	-	680,200	\$ 680,200	7		
13	Pass-Through Expenditures	4,156,255	1,645,000	-	-	-	-	\$ 5,801,255	3 and 4		
14	TransNet :										
15	TransNet Administrative Allocations	-	-	-	-	3,099,235	-	\$ 3,099,235	8		
16	TransNet Bicycle, Pedestrian, and Neighborhood Safety	-	-	-	-	6,198,470	-	\$ 6,198,470	8		
17	TransNet Independent Taxpayer Oversight Committee	-	-	-	-	54,773	-	\$ 54,773	8		
18	TransNet Major Corridors Program	-	-	-	-	127,286,209	-	\$ 127,286,209	8		
19	TransNet New Major Corridor Transit Operations	-	-	-	-	24,186,801	-	\$ 24,186,801	8		
20	TransNet Transit System Improvements	-	-	-	-	49,533,549	-	\$ 49,533,549	8		
21	TransNet Local System Improvements	-	-	-	-	99,067,097	-	\$ 99,067,097	8		
22	Allocable Interest	-	-	-	-	7,392,917	-	\$ 7,392,917	8		
Total Expenditures		\$ 56,521,317	\$ 54,858,299	\$ 636,073,000	\$ 289,654,000	\$ 317,316,431	\$ 1,108,200	\$ 1,355,531,247			

**Notes:**

<sup>1,2</sup> Multiple grant sources - see Program Revenues in Chapter 3 and 4 and Funding Sources in Chapter 9.

<sup>3</sup> TransNet is both a funding source and a programmed expenditure on Administrative Allocations; Bicycle, Pedestrian, and Neighborhood Safety; Independent Taxpayer Oversight Committee; Major Corridors Program; New Major Corridor Transit Operations; Transit System Improvements; and Local System Improvements Program.

<sup>3,4</sup> TransNet sales tax revenue shown at 100 percent of receipts; not net of interfund transfers, which are itemized on Line 4.

<sup>6</sup> Member Agency Assessments are the total of member assessments resulting from SANDAG membership (\$1,094,852), Criminal Justice Clearinghouse (\$225,953), and ARJIS (\$1,941,024) = \$3,261,829 (see Chapter 10).

## Chapter 2



## Detailed Work Element Descriptions

## Overview

The project descriptions contained in this chapter address the specific planning activities for each work element. Tasks, products, and completion dates are identified to indicate how and when the stated work element objectives will be accomplished. For each project, prior year expenditures and funding is shown, as well as the 2020 proposed budget. For those projects that span multiple years in scope and funding, the multi-year total budget is provided. Progress on each task and product is monitored throughout the year. The percent of effort approximates the portion of the project budget or project work effort necessary to accomplish each significant task.

## Table of Contents

### 2.1 Modeling and Research

2300000	Transportation Analysis and Modeling.....	2.1-1
2300400	Economic and Demographic Analysis and Modeling.....	2.1-3
2300600	Enterprise Geographic Information Systems.....	2.1-5
2300900	Database Administration and Governance.....	2.1-7
2301100	Transportation Surveys and Other Primary Data Collection.....	2.1-9
2301200	Regional Economic and Finance Services and Research Services.....	2.1-11
2301300	NEW – Data Science and Big Data.....	2.1-13
2301400	Regional Census Data Center Operations.....	2.1-15
2301401	NEW – 2020 Census Complete Count Outreach.....	2.1-17
2301600	Fresh Look at Economic Impacts and Air Quality/Climate Impacts of Border Delays.....	2.1-19
2301700	Regional Land Inventory System.....	2.1-21
2301800	Peer Review Process.....	2.1-23
2301900	Quality Assurance and Control.....	2.1-25
2302000	Program Management.....	2.1-27
2302100	NEW – Transportation Modeling Development.....	2.1-29
2302200	NEW – Data Dissemination.....	2.1-31
2302300	NEW – Data Acquisition, Management, and Governance.....	2.1-33
2340000	Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse.....	2.1-35
2340100	CJAM – Substance Abuse Monitoring.....	2.1-37
2345000	CJAM – Adult Criminal Justice Projects (Group Program).....	2.1-39
2346600	CJAM – Prop 47 Evaluation.....	2.1-40
2346700	CJAM – SMART STAR Evaluation.....	2.1-40
2346800	CJAM – Specialized Housing Services for Human Trafficking Victims Evaluation.....	2.1-40

2350000	CJAM – Youth Evaluation Projects (Group Program).....	2.1-41
2350100	CJAM – Juvenile Justice Crime Prevention Act.....	2.1-42
2352400	CJAM – Reducing Racial and Ethnic Disparities.....	2.1-42
2352500	CJAM – Credible Messenger CalVIP Evaluation.....	2.1-42
2352600	CJAM – CAT+ Continuation.....	2.1-43
2352700	CJAM – Chula Vista Promise Neighborhood Continuation.....	2.1-43
2352800	CJAM – San Diego Promise Neighborhood (SDPN).....	2.1-43
7500000	SANDAG Service Bureau.....	2.1-44

### 2.2 Regional Planning

3100400	Regional Plan Implementation.....	2.2-1
3100600	Air Quality Planning and Transportation Conformity.....	2.2-3
3100700	Goods Movement Planning.....	2.2-5
3101500	Airport Connectivity Planning.....	2.2-7
3101800	CV Light Rail Trolley Improvement Study.....	2.2-9
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan .....	2.2-10
3102004	NEW – Regional Plan Outreach.....	2.2-13
3102200	NCTD Comprehensive Operations Analysis .....	2.2-15
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities.....	2.2-17
3200100	Regional Habitat Conservation Planning.....	2.2-19
3200200	Regional Shoreline Management Planning.....	2.2-21
3200300	Regional Energy/Climate Change Planning.....	2.2-23
3201100	Energy Roadmap Program Continuation: SDG&E.....	2.2-25



3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies...	2.2-27
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program.....	2.2-29
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure.....	2.2-31
3201500	Regional Energy Efficiency and Climate Change Strategies.....	2.2-33
3201600	Regional Collaboration to Advance Transportation System Resiliency.....	2.2-35
3201700	NEW – Climate Action Planning Program.....	2.2-37
3300100	<i>TransNet</i> Smart Growth Incentive and Active Transportation Grant Programs.....	2.2-39
3330300	Intergovernmental Review.....	2.2-41
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties.....	2.2-43
3400200	Interregional Planning: Binational Planning and Coordination.....	2.2-45
3400500	Interregional Planning: Tribal Liaison Program.....	2.2-47

## 2.3 Project Implementation

3300200	Active Transportation Planning and Programs.....	2.3-1
3301100	Planning for Future Coastal Rail Trail Segments.....	2.3-3
3310000	Smart Mobility Services to the Public (Group Program).....	2.3-5
3310500	511 Advanced Traveler Information Service.....	2.3-6
3310700	Transportation Demand Management Program.....	2.3-8
3310701	Transportation Demand Management – Smart Mobility Planning and Pilot Projects.....	2.3-10
3310702	Transportation Demand Management – Employer Services.....	2.3-12
3310703	Transportation Demand Management – Program and Service Delivery.....	2.3-14
3310704	Transportation Demand Management – Regional Vanpool Program.....	2.3-16
3310711	Transportation Demand Management – Outreach Program.....	2.3-18
3310713	NEW – Transportation Demand Management Mobility Hub Pilot.....	2.3-20

3311700	Transportation Performance Monitoring and Reporting.....	2.3-22
3311800	Connected Vehicle Deployment Program.....	2.3-24
3320000	Transit Service Planning (Group Program).....	2.3-26
3320100	Short-Range Transit Service Activities.....	2.3-27
3320200	Specialized Transportation Grant Program.....	2.3-29
3320300	Passenger Counting Program.....	2.3-31
3321000	2021 Regional Transportation Plan Transit Plan – Advance Planning.....	2.3-33
3321400	Enhanced Mobility for Seniors and Disabled Pass Through.....	2.3-35
3321800	Planning for Operations of Mobility Hubs.....	2.3-36
3330700	TSM – Integrated Corridor Management Programs.....	2.3-38
3331000	San Diego Regional Military Multimodal Access Strategy.....	2.3-40
3331100	Data Management Solution for Analytics.....	2.3-42
3331200	Regional Transportation System Management and Operations Plan.....	2.3-44
3400600	LOSSAN and High-Speed Rail Corridor Planning.....	2.3-46

## 2.4 External Support and Communications

1500000	Project Monitoring and Oversight.....	2.4-1
1500100	<i>TransNet</i> Financial Management.....	2.4-3
1500300	Funds Management and Oversight.....	2.4-5
1500400	Overall Work Program and Budget Programs Management.....	2.4-7
1500800	NEW – TDA Funds Management and Oversight.....	2.4-9
2300800	Regional Geographic Information Systems Data Warehouse.....	2.4-11
3311100	Regional Intelligent Transportation Systems Program Management.....	2.4-13
7300000	<i>TransNet</i> Public Information Program.....	2.4-15
7300100	Public Involvement Program.....	2.4-17
7300200	Marketing Coordination and Implementation.....	2.4-19
7300300	PC, Internet, and Database Applications.....	2.4-21
7300400	Government Relations.....	2.4-23
7300500	Interagency Coordination.....	2.4-25
7300600	Social Equity Program.....	2.4-27

## **Chapter 2.1**

### **Modeling and Research**

Enhance efforts to ensure data integrity and transparency, with an increased focus on data availability, governance, and dissemination; and continue to employ technologies, methodologies, and models to enhance the effectiveness of agency research and analysis, equipping SANDAG to provide comprehensive assessments of complex policy and operational issues today and into the future.

**Work Element: 2300000 Transportation Analysis and Modeling**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$1,448,500	\$1,557,103	\$783,580
Other Direct Costs	\$79,937	\$131,309	\$1,900
Materials and Equipment	\$67,624	\$0	\$0
Contracted Services	\$646,042	\$740,000	\$373,030
<b>Total</b>	<b>\$2,242,103</b>	<b>\$2,428,412</b>	<b>\$1,158,510</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$258,000	\$350,000	\$425,000
FTA (5307) Transit Planning	\$1,000,000	\$1,039,741	\$399,400
TDA Planning/Administration	\$944,103	\$1,038,671	\$239,110
SANDAG Service Bureau Fees	\$40,000	\$0	\$95,000
<b>Total</b>	<b>\$2,242,103</b>	<b>\$2,428,412</b>	<b>\$1,158,510</b>

### Objective

The objective of this work element is to prepare for and provide travel analysis through applying the SANDAG suite of regional transportation models that are developed in Work Element Project No. 2302100 Transportation Modeling Development. To achieve this objective, this work element will update the existing and future transit, roadway, and active transportation modeling networks; provide continuous quality control of the travel demand modeling process, input data, and output results; develop new travel analysis procedures; communicate travel forecasting trends; and assist with the needs of the Service Bureau.

Emphasis in FY 2020 will be on making existing and new data products accessible.

### Previous Accomplishments

In FY 2019, SANDAG staff overhauled the roadway modeling network through a systematic review of attribute data. Additionally, a new regional traffic count database system was established to modernize the collection, storage, analysis, and accessibility of arterial roadway counts in the region. Transportation demand model development, such as the Activity-Based Model (ABM), previously was included in this work element. This work element was split to provide focus on two critical areas: model development (Work Element Project No. 2302100) and model application and analysis (Work Element Project No. 2300000 Transportation Analysis Modeling).

### Justification

SANDAG is required by state and federal law to have a transportation model that addresses the planning needs of the region and can be used for air quality conformity determinations, including those related to California Senate Bill 375, the Sustainable Communities and Climate Protection Act of 2008 (Steinberg, 2008). These laws require the transportation model assumptions and data to be current and to properly reflect the associated behavior in making travel choices. The transportation model must be validated, properly documented, and as transparent to the public as possible.

**Project Manager:** Rick Curry, Data, Analytics, and Modeling Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Review Service Bureau project land use conversion data; create a data refresh schedule and process and update data tables where applicable; assist in enhancements to the ABM for Service Bureau projects</p> <p><b>Product:</b> Service Bureau data refresh plan and updated data tables</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	25	<p><b>Task Description:</b> Redesign data information accessibility internally and externally; develop new data products; communicate with external partners through the Transportation Model Forum and other methods</p> <p><b>Product:</b> Internal and external data products, Product specifications for data delivery system, and Transportation Model Forum</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	25	<p><b>Task Description:</b> Maintain transportation geographic information system (GIS) networks; research and investigate new approaches for transportation master network editing and storage</p> <p><b>Product:</b> Updated transit, highway, and active transportation GIS networks, product specifications and needs document</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	5	<p><b>Task Description:</b> Support the regional traffic count database; collect strategic traffic counts</p> <p><b>Product:</b> Traffic counts</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	30	<p><b>Task Description:</b> Coordinate with external partners such as local jurisdictions, Caltrans, and California Air Resources Board on current projects and issues; participate on statewide development of the California Transportation Plan 2050, Caltrans model updates, and Emission Factor software updates; support day to day operations for model application projects including documentation and user guides, model run archival, quality control procedures, and administration</p> <p><b>Product:</b> Attend meetings and provide guidance; documents and memos</p> <p><b>Completion Date:</b> 6/30/2020</p>

## Future Activities

Implementation of new business intelligence software and analysis tools to modernize the data analytics approach to reporting of travel forecasting information.

**Work Element: 2300400 Economic and Demographic Analysis and Modeling****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$707,864	\$1,195,679	\$1,406,104
Other Direct Costs	\$6,187	\$46,000	\$13,000
Materials and Equipment	\$5,929	\$0	\$0
Contracted Services	\$3,903	\$90,000	\$120,000
<b>Total</b>	<b>\$723,883</b>	<b>\$1,331,679</b>	<b>\$1,539,104</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$640,320	\$990,000	\$955,098
TDA Planning/Administration	\$83,563	\$341,679	\$584,006
<b>Total</b>	<b>\$723,883</b>	<b>\$1,331,679</b>	<b>\$1,539,104</b>

**Objective**

The objective of this work element is to update and continuously improve all land use, demographic, and socioeconomic modeling systems. The output of these systems is a critical component in the development of the regionwide and subregional forecasts and the annual population and housing estimates. The output also is used in policy analysis and scenario development in support of regional planning.

Emphasis in FY 2020 will be on continuing the current efforts in model enhancement, supporting development of the next version of the Activity-Based Model (ABM), and incorporating results of external third-party models.

**Previous Accomplishments**

Developed a new comprehensive modeling system to replace the individual and separate Demographic and Economic Forecasting models. Created a process by which the production of the yearly population, housing, and employment estimates were merged with the production of the socioeconomic growth forecast. Produced subregional jobs and employment data and regional and subregional forecasts. Created current year estimates of population and housing. Created the synthetic populations (persons, households, housing units) with various demographic characteristics for each year from present to 2050 (required to run the ABM).

**Justification**

Regional planning activities, which include San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP), the Regional Housing Needs Assessment, Service Bureau jobs, and a wide range of other state- and federally-mandated planning efforts performed by SANDAG and other entities, all require, and heavily rely on, accurate, detailed, and comprehensive regional socioeconomic information, which is generated by the modeling system referenced in the objective of this work element. This work element also supplies data and analytical support to other departments within SANDAG, to non-Service Bureau public clients, and supports servicing direct requests received for information and disseminating data via online platforms.

**Project Manager:** David Tedrow, Data, Analytics, and Modeling Department

**Committee(s):** Regional Planning Committee

**Working Group(s):** Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Maintain socioeconomic input data (e.g. vital statistics, migration) and produce annual population and housing estimates for use in economic, land use, transportation studies and Service Bureau projects; and publish demographic profiles for standard geographic areas on the SANDAG website <b>Product:</b> Population and housing estimates data and profiles <b>Completion Date:</b> 12/31/2019
2	10	<b>Task Description:</b> Produce annual employment estimates for use in economic, land use, transportation studies, and Service Bureau projects <b>Product:</b> Employment estimates <b>Completion Date:</b> 4/30/2020
3	10	<b>Task Description:</b> Perform alternatives analysis for the 2020 Federal RTP and 2021 Regional Plan <b>Product:</b> Alternatives analysis <b>Completion Date:</b> 5/31/2020
4	30	<b>Task Description:</b> Produce annual socioeconomic forecast integrated with the short-term economic forecast for the San Diego region; and publish demographic profiles for standard geographic areas on the SANDAG website <b>Product:</b> Integrated annual socioeconomic forecast data and profiles <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Provide socioeconomic and land use inputs to travel demand model <b>Product:</b> Socioeconomic and land use inputs <b>Completion Date:</b> 6/30/2020
6	10	<b>Task Description:</b> Provide support to internal and external users of land use, economic, and demographic data <b>Product:</b> Support to internal and external data users, including outreach and training <b>Completion Date:</b> 6/30/2020
7	5	<b>Task Description:</b> Maintain comprehensive technical and user model documentation for economic and demographic analysis and modeling products <b>Product:</b> Model documentation <b>Completion Date:</b> 6/30/2020

## Future Activities

Publish updated population, housing, and income estimates for the region. Update subregional jobs and employment data. Continue to improve the methodology that produces the population and housing estimates, the population, jobs, and housing forecasts, and the synthetic population model. Support SANDAG efforts to develop transportation solutions that improve transit and roadway access to the San Diego International Airport.

**Work Element: 2300600 Enterprise Geographic Information Systems****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$377,856	\$719,464	\$446,186
Other Direct Costs	\$70,772	\$232,500	\$141,500
Contracted Services	\$0	\$50,000	\$100,000
<b>Total</b>	<b>\$448,628</b>	<b>\$1,001,964</b>	<b>\$687,686</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$358,902	\$312,166	\$350,000
TDA Planning/Administration	\$89,726	\$689,798	\$287,686
<i>TransNet</i> Administration (1%)	\$0	\$0	\$50,000
<b>Total</b>	<b>\$448,628</b>	<b>\$1,001,964</b>	<b>\$687,686</b>

**Objective**

The objectives of this work element are to manage the SANDAG enterprise Geographic Information System (GIS) including hardware, software, spatial databases, GIS web services and user applications and tools.

Emphasis in FY 2020 will be on supporting the development of San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and its Environmental Impact Report (EIR); enhancing enterprise GIS architecture documentation and system monitoring reports; and performing an assessment of SANDAG's spatial data resources to consolidate all geographies used for planning, modeling and forecasting purposes into a single, centralized location.

**Previous Accomplishments**

Previous accomplishments include upgrading the enterprise GIS server environment with new hardware and software and migrating GIS web services and applications; ongoing management of the GIS data library; GIS mapping and analysis to support the 2021 Regional Plan and 2020 Federal RTP; active transportation network management to support the Activity Based Modeling (ABM); data and statistical analysis to support Quality Assurance/Quality Control activities; and providing GIS software, technical support and products to customers throughout the agency.

**Justification**

This work element ensures that SANDAG has access to the most current, accurate, and relevant spatial data, technology and tools to support a broad range of agency initiatives, including the development of the 2020 Federal RTP, the 2021 Regional Plan and the *TransNet* capital improvement program. This work element also supports the development of data dissemination products and services with the goal of presenting data and information in easy to understand and use formats and delivery mediums.

**Project Manager:** Pat Landrum, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** San Diego Regional GIS Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<p><b>Task Description:</b> GIS support for the 2020 Federal RTP and 2021 Regional Plan including active transportation model network coding; analysis, and mapping to support the EIR; performance metric analytics and evaluation; coordination with Creative Services on the translation of GIS data to graphic formats</p> <p><b>Product:</b> GIS analysis, mapping, technical support, and oversight to support the 2020 Federal RTP and 2021 Regional Plan development</p> <p><b>Completion Date:</b> 3/31/2020</p>
2	10	<p><b>Task Description:</b> Perform an assessment of SANDAG's spatial data resources and consolidate all geographies used for planning, modeling and forecasting purposes into a single, centralized location</p> <p><b>Product:</b> Consolidated Spatial Data Library</p> <p><b>Completion Date:</b> 4/15/2020</p>
3	25	<p><b>Task Description:</b> Manage the SANDAG enterprise GIS system including hardware, software, data services and user tools. Manage the ArcGIS Server and GIS web server environments for publishing spatial data services and applications; develop and manage geodatabase systems that support multi-server, multi-user editing; ongoing updates to the GIS Data Library and associated metadata</p> <p><b>Product:</b> Secure, reliable, and efficient hardware and software environments that house enterprise databases and tools; GIS software applications, data services, and tools accessed by staff, member agencies and the public through software systems and client interfaces</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	25	<p><b>Task Description:</b> GIS analysis, mapping and technical support for SANDAG programs</p> <p><b>Product:</b> Analysis and mapping products and services to support all SANDAG program areas. GIS software and data end-user technical support</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	15	<p><b>Task Description:</b> Manage the development and delivery of GIS web mapping applications, including custom applications hosted on-site, and web maps, applications and story maps developed through ArcGIS Online for Organizations</p> <p><b>Product:</b> Web mapping applications, story maps, data portals and dashboards</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

GIS support for agency projects; manage the SANDAG enterprise GIS system including hardware, software, data services and user tools; develop and manage internal and public facing custom and ArcGIS Online for Organizations based web mapping applications; create a consolidated, centralized spatial data warehouse to serve economic and demographic forecasting, ABM analysis and data dissemination needs; migration of GIS analysis and mapping workflows to the new GIS software (ArcGIS Pro) platform.



**Work Element: 2300900 Database Administration and Governance****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$397,933	\$280,868	\$257,337
Other Direct Costs	\$248,160	\$1,000	\$0
Contracted Services	\$79,936	\$89,000	\$240,000
<b>Total</b>	<b>\$726,029</b>	<b>\$370,868</b>	<b>\$497,337</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$470,876	\$170,000	\$300,000
TDA Planning/Administration	\$223,663	\$200,868	\$197,337
SANDAG Service Bureau Fees	\$31,490	\$0	\$0
<b>Total</b>	<b>\$726,029</b>	<b>\$370,868</b>	<b>\$497,337</b>

**Objective**

The objective of this work element is to provide back-end database system design, user access and permissions management, performance tuning, and optimization to provide modelers, analysts, and data users access to the SANDAG regional information system.

Emphasis in FY 2020 will be on migrating to cloud databases and data warehouses, deploying a data asset inventory and data catalog tool, and further implementing the agency's data governance strategic initiative.

**Previous Accomplishments**

Previous accomplishments include the migration of production modeling and Geographic Information System (GIS) database servers to a secure off-site data center for improved disaster recovery and data extract, transform, and load performance. Additionally, began developing agency data governance and management policies focused on data organization, management, security, and quality assurance. Database administration and support activities also have been streamlined and centralized, conforming to best practices.

**Justification**

This work element supports the SANDAG data governance and information technology strategic plan that is a key component for the implementation of the SANDAG Plan of Excellence. It provides the underlying backbone for analytical data that support SANDAG modeling and research efforts.

**Project Manager:** Daniel Flyte, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Implement departmental data governance and management policies focused on data organization, management, security, and quality assurance <b>Product:</b> Departmental data management processes and policies <b>Completion Date:</b> 3/31/2020
2	40	<b>Task Description:</b> Manage the department's test, staging, and production databases and data warehouses, ensuring security, accessibility, and efficient data integration and delivery. Improve data integration, analysis, and reporting capabilities by developing tools, scripts, and methods for loading, extracting, and disseminating data <b>Product:</b> Database infrastructure for data portals and dashboards and supporting tools <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Provide improved reliability and scalability by migrating on-premises databases and data warehouses to cloud platform <b>Product:</b> Cloud migration of on-premises databases and data warehouses <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Provide technical support to other divisions within the agency <b>Product:</b> Ongoing support, including responding to questions and assistance in accessing data <b>Completion Date:</b> 6/30/2020

### Future Activities

Further implementation of the data governance strategic plan and adoption of best practices for agency data management. Continue agency-wide migration and optimization of on-premises databases, data warehouses, and application servers to cloud hosted environment.

**Work Element: 2301100 Transportation Surveys and Other Primary Data Collection**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$152,643	\$329,432	\$339,421
Other Direct Costs	\$2,318	\$5,100	\$1,500
Contracted Services	\$76,351	\$373,725	\$1,521,889
<b>Total</b>	<b>\$231,312</b>	<b>\$708,257</b>	<b>\$1,862,810</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$184,621	\$363,734	\$950,000
TDA Planning/Administration	\$29,426	\$251,629	\$744,043
TransNet Administration (1%)	\$17,265	\$92,894	\$168,767
<b>Total</b>	<b>\$231,312</b>	<b>\$708,257</b>	<b>\$1,862,810</b>

### Objective

The objective of this work element is to conduct surveys and other primary data collection for regional transportation and transit planning purposes and transportation model development.

Emphasis in FY 2020 will be on completing the Cross-Border Travel Behavior Survey and issuing a request for proposals and project kick off for the Onboard Passenger Travel Survey, which includes bus, trolley, COASTER, and SPRINTER passengers, in combination with the Mid-Coast Before Survey, which includes collecting data on routes and future users in compliance with Federal Transit Administration regulations one year prior to the Mid-Coast Trolley opening.

### Previous Accomplishments

Previous accomplishments include the completion of the 2016/2017 Household Travel Behavior survey, 2015 Onboard Transit Passenger survey, and South Bay Rapid Before survey.

### Justification

Transportation studies that support regional transportation and transit planning programs and modeling efforts will continue to be an important part of the work program in future years to maintain the quality of the information used to inform the agency's various planning and capital development functions.

**Project Manager:** Grace Mino, Data, Analytics, and Modeling Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	60	<b>Task Description:</b> Complete the Cross-Border Travel Behavior Survey <b>Product:</b> Survey final report and data files <b>Completion Date:</b> 4/30/2020
2	10	<b>Task Description:</b> Provide agency support for survey needs throughout the year (as needed), incorporating lessons learned from national best practices <b>Product:</b> Survey instruments, data, reports, and minutes from meetings <b>Completion Date:</b> 6/30/2020
3	5	<b>Task Description:</b> Participate in the cooperative household travel behavior survey effort with Metropolitan Transportation Commission, Southern California Association of Governments, and Sacramento Area Council of Governments to leverage economies of scale for future household travel behavior survey projects <b>Product:</b> Research topics, instrument design, and technical reports <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Conduct and manage the Onboard Passenger Travel Survey and Mid-Coast Before Survey <b>Product:</b> Survey instrument design (January 2020), finalize interviewer schedule (March 2020) <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue transportation data collection and survey support for agency projects; oversee the completion of the Onboard Passenger Travel Survey and Mid-Coast Before Survey; and deliver quality data products to help inform San Diego Forward: The 2021 Regional Plan.

**Work Element: 2301200 Regional Economic and Finance Services and Research Services**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$454,188	\$511,428	\$213,452
Other Direct Costs	\$50	\$27,000	\$5,000
Contracted Services	\$0	\$20,000	\$0
<b>Total</b>	<b>\$454,238</b>	<b>\$558,428</b>	<b>\$218,452</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$363,390	\$430,000	\$125,000
TDA Planning/Administration	\$90,848	\$128,428	\$93,452
<b>Total</b>	<b>\$454,238</b>	<b>\$558,428</b>	<b>\$218,452</b>

### Objective

The objectives of this work element are to provide economic and fiscal analysis to support the SANDAG programs and projects; develop economic data and analytical techniques for use in SANDAG programs and projects; periodically update economic research reports; and provide technical assistance and support to local jurisdictions, economic development organizations, and other agencies to address issues that affect the regional and local economies as well as municipal budgets and financial conditions.

Emphasis in FY 2020 will be on supporting the development of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan), assisting on border-related projects, and making SANDAG economic data and analyses available to the public in engaging ways. The budget for this work element has been reduced as efforts focus on Work Element Project No. 2301300 Data Science and Big Data and Work Element Project No. 2300400 Economic and Demographic Analysis and Modeling.

### Previous Accomplishments

Previous accomplishments include completion of complex economic analyses and reports, such as the economic analysis for San Diego Forward: The Regional Plan (2015), which included new measures of economic effects; continued support and analysis for SANDAG projects and programs such as the *TransNet* program, federal competitive grant applications, and the Mid-Coast Corridor Transit Project; several "INFO" reports on subjects of public interest; and technical assistance and support to local jurisdictions, economic development organizations, and other agencies.

### Justification

Understanding the San Diego economy is critical for making intelligent transportation investments, and virtually every group in SANDAG needs economic data, analysis, guidance, or knowledge at times. This work element is to support those projects, as well as conduct the original economic analysis and data gathering that SANDAG requires. The tasks listed below support a metropolitan planning process that supports the economic vitality of the San Diego region and promotes consistency between transportation improvements and state and local planned growth and economic development patterns.

**Project Manager:** Jim Miller, Data, Analytics, and Modeling Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<p><b>Task Description:</b> Support SANDAG departments, programs, and projects by providing economic and fiscal research and analysis. Projects and programs supported include grant applications, the 2021 Regional Plan, Regional Growth Forecast, performance monitoring, and others, as needed</p> <p><b>Product:</b> Research, benefit-cost analysis, revenue estimates, presentations, and internal memos, etc., as needed</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	15	<p><b>Task Description:</b> Support, update, and maintain economic data and tools necessary for SANDAG programs and projects; examples of these data are lists of federal sources that supply data, economic forecasts and proprietary information that SANDAG purchases, and internal models (such as the Benefit-Cost Analysis tool connected to Activity-Based Model)</p> <p><b>Product:</b> Databases, presentations, methods, tools, and sources of economic information, updated on a rotating basis, often quarterly</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	20	<p><b>Task Description:</b> Update economic reports and presentations, including quarterly reports for the Independent Taxpayer Oversight Committee, Policy Advisory Committees, and Board of Directors, rating agency presentations, INFOs, and other analyses as requested</p> <p><b>Product:</b> Report(s), presentation(s), including updated data and analysis, produced and updated on an as-needed basis</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	15	<p><b>Task Description:</b> Provide technical assistance and support to other local agencies on economic and fiscal issues; participate on local economic development committees</p> <p><b>Product:</b> Research, data results, reports, and presentations as needed</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	10	<p><b>Task Description:</b> Assist on border-related projects, including State Route 11/Otay Mesa East, Border Delay Study, and Border Master Plan</p> <p><b>Product:</b> Border-related analyses</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue to develop innovative ways to measure and assess the San Diego economy and become the "go-to" source for economic data, tools, analysis, and insight in the region, to help inform policy decisions.

**Work Element:** 2301300 NEW – Data Science and Big Data

**Area of Emphasis:** Modeling and Research

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$225,175
Other Direct Costs	\$0	\$0	\$100,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$325,175</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
SANDAG Contingency Reserve Fund	\$0	\$0	\$325,175
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$325,175</b>

### Objective

A goal of SANDAG is to be the San Diego region's most trusted and progressive information source. The objective of this work element is to develop a regional data platform that leverages existing data from SANDAG and external sources in new ways to support informed decision making for SANDAG and our member agencies. The effort will be implemented in a phased approach.

Emphasis in FY 2020 will be on defining a strategic vision, identifying and acquiring funding to support the initiative, and developing partnerships with other government and private agencies to standardize, access, and analyze big data.

### Previous Accomplishments

SANDAG currently manages several public facing data portals that are widely used and are considered authoritative data sources. These include DataSurfer for accessing Census, current estimates and forecasted socio-economic data, and the Regional Geographic Information Systems (GIS) Data Warehouse that serves as a clearinghouse for 300 data layers, GIS web services, and the popular Parcel Lookup Tool/Geographic Boundary Viewer application. These specific examples include the hardware/software environments, back-end workflows, quality control procedures, and delivery systems required for sustainability.

### Justification

SANDAG currently provides a wide range of data and information to internal and external customers, member agencies, stakeholders and the public through a disparate set of websites, web-based applications and tools, reports and documents. While these multiple sources provide a wealth of data and information, the sources are not linked together by a common framework. This makes it cumbersome from a customer standpoint to access SANDAG data, as well as inefficient for internal teams to manage the back-end data, repositories and delivery systems. In some cases, redundant data can be found in multiple locations, which increases the risk of using incorrect information to perform analysis and/or make data driven decisions. The agency's data governance initiative defines the need to create standards-based data and delivery systems that use documented best practices. The creation of a regional data platform supports data governance directives by creating a repository and delivery system that ensures customers are using a single, authoritative source of data and information.

**Project Manager:** Cheryl Mason, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Define a strategic vision for data science and big data initiative <b>Product:</b> Vision document <b>Completion Date:</b> 12/31/2019
2	50	<b>Task Description:</b> Identify and obtain funding to support and expand the initiative <b>Product:</b> Grants and other funding mechanisms <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Develop partnerships with other government and private agencies to standardize, access, and analyze big data <b>Product:</b> Memorandums of Understanding <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Performance monitoring and reporting <b>Product:</b> Monthly progress reports on activities and platform usage and performance. FY 2020 status report to executive management and the Board of Directors <b>Completion Date:</b> 6/30/2020

### Future Activities

Development of the regional data platform will be done using a phased approach. It is anticipated that future work will focus on conducting a thorough assessment of SANDAG current data science and big data environments, including data sources, analytical capabilities, workflows, and dissemination tools and methods; and developing an implementation roadmap that defines staffing and workflow requirements, data acquisition and development needs, and software delivery systems for deployment of the regional data platform. Other activities may include the expansion of available data sources and enhanced analytics and mapping tools; the integration of San Diego Forward: The 2021 Regional Plan information and data; outputs from the Activity-Based Model and/or sketch planning tools; the development of a portal for member agencies to provide general plan land use, zoning scheduled development and permitting information into the land inventory system; and development and implementation of performance metrics for data, services, usage and regional platform system health.



**Work Element: 2301400 Regional Census Data Center Operations****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$89,223	\$167,539	\$116,171
Other Direct Costs	\$91	\$5,200	\$3,400
<b>Total</b>	<b>\$89,314</b>	<b>\$172,739</b>	<b>\$119,571</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$89,314	\$127,739	\$119,571
Miscellaneous Project Revenue	\$0	\$45,000	\$0
<b>Total</b>	<b>\$89,314</b>	<b>\$172,739</b>	<b>\$119,571</b>

**Objective**

The objective of this work element is to coordinate with the state data center network and the U.S. Census Bureau to collect and disseminate data. As the Regional Census Data Center (RCDC) for San Diego County, SANDAG coordinates these activities to ensure that the region has the best data available for population and housing estimate and forecast models, transportation models, and other regional data needs.

Emphasis in FY 2020 will be on supporting 2020 Census efforts, including the Complete Count Committee and the Participant Statistical Areas Program (PSAP).

**Previous Accomplishments**

Supported member agencies in completing the Local Update of Census Addresses, led local PSAP efforts, integrated current Census data into SANDAG work program efforts, conducted workshops regarding how to access Census and American Community Survey (ACS) data, and supported SANDAG Census data needs as well as those of member agencies and the public.

**Justification**

SANDAG is the RCDC for San Diego County as stipulated through a Joint Statistical Agreement with the California State Census Data Center. This work element fulfills the requirements of this agreement, as well as supports all the census-related data needs for the agency and the region. Census data is the basis for SANDAG population and housing estimates and forecasts and is used for transportation modeling.

**Project Manager:** Darlanne Mulmat, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Manage RCDC, including attending State Data Center meetings <b>Product:</b> Internal reports summarizing takeaways from meetings <b>Completion Date:</b> 6/30/2020
2	35	<b>Task Description:</b> Support SANDAG and member agency data needs, respond to requests for user-defined data products and maps <b>Product:</b> Data tables, datasets, and maps <b>Completion Date:</b> 6/30/2020
3	35	<b>Task Description:</b> Integrate Census data into SANDAG publications and visualization and dissemination tools <b>Product:</b> INFO bulletins and additions to web-based applications, as needed <b>Completion Date:</b> 6/30/2020
4	15	<b>Task Description:</b> Host Census Data Center workshops for SANDAG and member agency staff on the use of the ACS <b>Product:</b> Two workshops (December 2019 and June 2020) <b>Completion Date:</b> 6/30/2020

### Future Activities

Finish Census 2020 Complete Count efforts. Continue to integrate current Census data into SANDAG work program efforts, educate staff, member agencies, and the public about Census data and related issues. Data dissemination related to the release of 2020 Census data (e.g., Geographic Information Systems support for redistricting).

**Work Element: 2301401 NEW – 2020 Census Complete Count Outreach****Area of Emphasis: Modeling and Research**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$13,387	\$97,393	\$19,755	\$130,535
Other Direct Costs	\$0	\$0	\$0	\$6,000	\$0	\$6,000
Contracted Services	\$0	\$0	\$0	\$20,000	\$0	\$20,000
Pass-Through to Other Agencies	\$0	\$0	\$0	\$1,408,815	\$0	\$1,408,815
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,387</b>	<b>\$1,532,208</b>	<b>\$19,755</b>	<b>\$1,565,350</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
State other	\$0	\$0	\$13,387	\$1,532,208	\$19,755	\$1,565,350
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,387</b>	<b>\$1,532,208</b>	<b>\$19,755</b>	<b>\$1,565,350</b>

**Objective**

The objective of this work element is to promote participation in the 2020 Census by coordinating the outreach strategy for the San Diego region, including collaboration with local stakeholders and trusted messengers, development of the strategic plan, implementation plan, and non-response follow-up plan, with primary focus on communities least likely to respond to the census survey

Emphasis in FY 2020 will be on developing the implementation plan, executing contracts with local agencies for outreach through a Request for Proposals (RFP) process, and monitoring outreach progress, including non-response follow-up.

**Previous Accomplishments**

Supporting 2020 Census efforts by conducting workshops regarding Local Update of Census Addresses. See also Work Element No. 2301400 Regional Census Data Center Operations.

**Justification**

Every ten years, the U.S. Census Bureau counts every resident in the nation. A complete and accurate count of the local population is essential because the data collected by the Census determines the number of seats in the U.S. House of Representatives and is used to distribute federal funding. As the State-designated Regional Census Data Center for San Diego since the late 1970s, SANDAG has coordinated complete count efforts for the last three decennial cycles.

**Project Manager:** Darlanne Mulmat, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Execute contracts with local agencies for outreach through an RFP process <b>Product:</b> Contracts <b>Completion Date:</b> 8/31/2019
2	10	<b>Task Description:</b> Develop implementation plan based on strategic plan <b>Product:</b> Implementation Plan <b>Completion Date:</b> 9/30/2019
3	30	<b>Task Description:</b> Monitor progress of outreach efforts, funded through contracts <b>Product:</b> Monthly and quarterly reports and invoices <b>Completion Date:</b> 4/30/2020
4	10	<b>Task Description:</b> Monitor non-response follow-up funded through contracts <b>Product:</b> Monthly reports. <b>Completion Date:</b> 6/30/2020
5	20	<b>Task Description:</b> Convene Complete Count Committee <b>Product:</b> Summary of meetings <b>Completion Date:</b> 6/30/2020

## Future Activities

Wrap up non-response follow-up activities and produce a final report in FY 2021.

**Work Element: 2301600 Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays**  
**Area of Emphasis: Modeling and Research**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$74,832	\$31,555	\$4,974	\$77,295	\$188,656
Other Direct Costs	\$4,039	\$389	\$0	\$750	\$5,178
Contracted Services	\$213,604	\$58,404	\$0	\$147,500	\$419,508
<b>Total</b>	<b>\$292,475</b>	<b>\$90,348</b>	<b>\$4,974</b>	<b>\$225,545</b>	<b>\$613,342</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
FHWA Coordinated Border Infrastructure Planning	\$250,000	\$0	\$0	\$0	\$250,000
TDA Planning/Administration	\$42,475	\$90,348	\$4,974	\$175,545	\$313,342
FHWA Metropolitan Planning (PL)	\$0	\$0	\$0	\$50,000	\$50,000
<b>Total</b>	<b>\$292,475</b>	<b>\$90,348</b>	<b>\$4,974</b>	<b>\$225,545</b>	<b>\$613,342</b>

### Objective

The objective of this work element is to estimate the effects of delays at the ports of entry (POEs) in the counties of San Diego and Imperial on the regional, statewide, and national economies of the United States and Mexico, as well as impacts on air quality and climate.

Emphasis in FY 2020 will be on incorporating updated forecasts of border crossing volumes and wait times to finalize the estimation of effects of border delays.

### Previous Accomplishments

In 2006, SANDAG and Caltrans completed a study entitled "Economic Impacts of Wait Times at the San Diego Region-Baja California Border." In 2007, the Imperial Valley-Mexicali Economic Delay Study was completed and updated in 2012. In 2016, an update to the economic analysis was initiated, including conducting data collection at the San Diego and Imperial counties POEs, updating economic modeling methodologies, and developing and implementing an outreach plan for the economic study. In 2017, draft analyses of economic and air quality/climate effects due to delays at the border crossings were prepared.

### Justification

Updated projections of border crossing volumes and wait times have been developed since the draft economic and air quality/climate analyses were prepared in 2017, which allows for this study to be finalized.

**Project Manager:** Elisa Arias, Land Use / Transportation Planning Department

**Committee(s):** Borders Committee  
Transportation Committee

**Working Group(s):** Committee on Binational Regional Opportunities

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Refinement of Economic and Emissions Modeling methodology <b>Product:</b> Revised modeling methodology memo; revised emissions modeling methodology memo <b>Completion Date:</b> 12/31/2019
2	50	<b>Task Description:</b> Economic and Emissions Model implementation and review of study recommendations <b>Product:</b> Comparison matrix of existing and new data inputs; economic and emissions modeling files and matrices of summarized results <b>Completion Date:</b> 3/31/2020
3	10	<b>Task Description:</b> Project management <b>Product:</b> Meeting summaries and materials; study work plan and schedule <b>Completion Date:</b> 6/30/2020
4	30	<b>Task Description:</b> Development of final reports and presentation support <b>Product:</b> Final report containing estimates of economic and air quality/emissions impacts of border delays at California-Baja California land POEs; presentation materials summarizing study findings <b>Completion Date:</b> 6/30/2020

### Future Activities

This project will be completed in FY 2020; however, it is anticipated that the findings will be disseminated to relevant local, state, and federal agencies and stakeholders to inform future infrastructure and operational improvements that would lead to reduction in border delays. It is anticipated that this work will be incorporated into other Regional Planning work elements.

**Work Element: 2301700 Regional Land Inventory System****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$416,983	\$491,237	\$584,103
Other Direct Costs	\$172,736	\$3,500	\$1,500
Contracted Services	\$13,158	\$89,590	\$60,000
<b>Total</b>	<b>\$602,877</b>	<b>\$584,327</b>	<b>\$645,603</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$462,346	\$425,000	\$450,000
TDA Planning/Administration	\$140,531	\$159,327	\$195,603
<b>Total</b>	<b>\$602,877</b>	<b>\$584,327</b>	<b>\$645,603</b>

**Objective**

The objectives of this work element are to ensure the SANDAG regional land inventory system (SPACECORE) will meet the requirements of the SANDAG suite of modeling and forecasting tools; streamline workflows and perform Quality Assurance and Quality Control to ensure data accuracy and integrity through the regional growth forecasting process; and enhance the spatial and content quality of the data to allow for the production of higher-quality maps and web services.

Emphasis in FY 2020 will be on supporting the data needs for regional demographic and economic forecasts and estimates, and San Diego Forward: The 2021 Regional Plan; completing the 2020 regional land inventory, employment, building and parking information updates; and improving data integration/automation processes for modeling and forecasting tools.

**Previous Accomplishments**

SANDAG has a long history of maintaining its regional land inventory system known as LANDCORE. The legacy LANDCORE system includes complex land use information such as dwelling units, land ownerships, and existing and historical land use dating back to 1990s. In FY 2016, SANDAG completed the development of SPACECORE, an enhanced and upgraded land inventory system. In FY 2019 the regional building outlines and employment datasets and supporting workflows were integrated into SPACECORE.

**Justification**

Land inventory data is an essential input for the SANDAG land use and transportation models. SPACECORE supports a large variety of SANDAG planning projects, analysis, and mapping activities. Most importantly the SPACECORE system is used to provide several core data sets as the inputs for SANDAG estimates and regional growth forecast models.

**Project Manager:** Grace Chung, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Develop a web-based mapping application for jurisdictions to review and update land inventory information for use as inputs to the regional growth forecast models <b>Product:</b> SPACECORE web mapping application <b>Completion Date:</b> 12/31/2019
2	60	<b>Task Description:</b> Perform the annual regional land inventory update within the SPACECORE system including land use, dwelling units, group quarters, schools, zoning/general plan and parking updates <b>Product:</b> Regional Land Use and Dwelling Unit Inventory Report, Regional Group Quarters Inventory Report, Regional Schools Dataset (2019), Zoning and General Plan Update, and Regional Parking Data Update <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Perform the annual regional buildings dataset update including the addition of outlines for newly constructed buildings and the update of building information <b>Product:</b> Updated Regional Building Data <b>Completion Date:</b> 6/30/2020
4	5	<b>Task Description:</b> Develop models and procedures to streamline the workflow and ensure quality control through the SANDAG regional growth forecasting process <b>Product:</b> Automated workflow and quality control and assurance procedures <b>Completion Date:</b> 6/30/2020
5	5	<b>Task Description:</b> Update the SPACECORE System database and applications <b>Product:</b> Updated SPACECORE System database schema, table definitions and product manuals for SPACECORE applications <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to collect, document, maintain and enhance SANDAG land inventory data to support SANDAG plans, programs, and land use and transportation forecasting model development.



**Work Element: 2301800 Peer Review Process**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$152,367	\$143,055
Other Direct Costs	\$0	\$0	\$2,000
<b>Total</b>	<b>\$0</b>	<b>\$152,367</b>	<b>\$145,055</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$152,367	\$145,055
<b>Total</b>	<b>\$0</b>	<b>\$152,367</b>	<b>\$145,055</b>

### Objective

The objective of this work element is to provide expert review of data used throughout the agency. Emphasis in FY 2020 will be on continuing to ensure all data are vetted; policies and procedures are refined and documented; and information regarding the Peer Reviews is easily available and transparent.

### Previous Accomplishments

The Peer Review Process (PRP) was created in FY 2018 to ensure that data used to inform public policy is thoroughly vetted through internal and external review. Between inception and November 2018, a total of 48 different topics have been peer reviewed by staff from SANDAG, outside agencies, and outside experts.

### Justification

As part of the SANDAG Plan of Excellence, processes and procedures to increase transparency by thoroughly reviewing how data are used, analyzed, and applied in models and forecasts were highlighted. The integrity of data and a clear understanding of how it was used are important goals of the Board of Directors. Implementing standard policies and procedures to ensure data are reviewed prior to release is essential as SANDAG information is used to inform the region.

**Project Manager:** Cynthia Burke, Data, Analytics, and Modeling Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Provide quality review to SANDAG staff of data compiled and tabulated for grant programs and other functions where additional review is required <b>Product:</b> Valid and reliable data sets/documents <b>Completion Date:</b> 6/30/2020
2	50	<b>Task Description:</b> Bring together peer review panels, as needed, to review data and analyses and ask critical questions regarding processes, data sources, analysis methods, and documentation of data assumptions <b>Product:</b> Data documentation and review panel notes <b>Completion Date:</b> 6/30/2020
3	30	<b>Task Description:</b> Streamline and standardize all PRP procedures, ensuring the results of PRPs are easily available and concerns that need to be escalated rise through the appropriate channels <b>Product:</b> Documentation of escalation processes and procedures <b>Completion Date:</b> 6/30/2020

### Future Activities

The PRP will continue to be refined and utilized to ensure the integrity of all data released by SANDAG and that all results are valid and reliable and assumptions are clearly articulated.

**Work Element: 2301900 Quality Assurance and Control**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$470,394	\$780,804
Other Direct Costs	\$0	\$15,000	\$25,000
Contracted Services	\$0	\$0	\$250,000
<b>Total</b>	<b>\$0</b>	<b>\$485,394</b>	<b>\$1,055,804</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$485,394	\$1,055,804
<b>Total</b>	<b>\$0</b>	<b>\$485,394</b>	<b>\$1,055,804</b>

### Objective

The objective of this work element is to develop departmental quality assurance processes and documentation for various types of data acquired or produced by the SANDAG modeling, forecasting, analysis, mapping, and visualization efforts. Emphasis in FY 2020 will be on expanding Quality Assurance/Quality Control (QA/QC) services into other program areas within the department.

### Previous Accomplishments

Develop and implement formalized policies, processes, and safeguards consistent with best practices and industry standards. FY 2019 focus centered on quality control testing of the Regional Growth Forecast and delivering an accurate, high-quality product to support San Diego Forward: The 2021 Regional Plan.

### Justification

This work element supports the SANDAG Plan of Excellence and programs and projects through formalized and transparent QA/QC processes to ensure data integrity.

**Project Manager:** Seth Cohen, Data, Analytics, and Modeling Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Enhance QA/QC procedures and tools to ensure accuracy is maintained for data through the acquisition, loading, transformation, and dissemination lifecycle <b>Product:</b> Updated standard operating procedures, best practices, and QA/QC tools <b>Completion Date:</b> 12/31/2019
2	10	<b>Task Description:</b> Form an internal QA/QC center of excellence group to provide leadership and best practices to maximize high-quality performance <b>Product:</b> Strategic improvement plan <b>Completion Date:</b> 12/31/2019
3	45	<b>Task Description:</b> Perform independent verification of data and model output, with emphasis on software development and transportation modeling <b>Product:</b> QA/QC tests and documentation <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Formalize QA/QC process with travel demand model <b>Product:</b> Processes and procedures, workflows, test scripts, and standard operating procedures <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to improve and expand formalized QA/QC processes, policies, standards and workflows. Ensure QA/QC is an integral part of the work completed by SANDAG.

**Work Element: 2302000 Program Management**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$226,718	\$473,066
Other Direct Costs	\$0	\$0	\$10,500
Contracted Services	\$0	\$25,000	\$0
<b>Total</b>	<b>\$0</b>	<b>\$251,718</b>	<b>\$483,566</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$251,718	\$483,566
<b>Total</b>	<b>\$0</b>	<b>\$251,718</b>	<b>\$483,566</b>

### Objective

The objective of this work element is to effectively manage the Department of Data, Analytics, and Modeling (DAM) interrelated projects and resources to ensure on-time delivery of project deliverables and outputs that support agency programs and efforts. Emphasis in FY 2020 will be on developing product specifications and schedules for key products within DAM program areas, refining processes and workflows, and expanding services into other program areas within the department.

### Previous Accomplishments

In FY 2019, a master schedule for the Regional Growth Forecast and travel demand model was expanded and used to monitor tasks and schedules to meet deadlines for San Diego Forward: The 2020 Federal Regional Transportation Plan.

### Justification

This work element is the implementation associated with the SANDAG Plan of Excellence. It supports other SANDAG programs and projects through formalized program management to ensure that key deliverables supporting agency programs are completed on time.

**Project Manager:** Cheryl Mason, Data, Analytics, and Modeling Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Develop product requirements, determine specifications, and establish production timelines for key products within DAM program areas <b>Product:</b> Product specifications <b>Completion Date:</b> 12/31/2019
2	25	<b>Task Description:</b> Understand how data products are produced and what the timelines are for using the data in agency efforts such as the growth forecast, travel demand forecast models, and software development <b>Product:</b> Schedules for data products, modeling efforts, and software development <b>Completion Date:</b> 12/31/2019
3	50	<b>Task Description:</b> Coordinate with department leads to effectively manage the schedules of interrelated projects and resources to ensure on-time delivery of project deliverables and outputs <b>Product:</b> Implement processes for discussing project progress and identifying issues <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to support SANDAG programs and ensure program management is an integral part of the agency through active participation, regular coordination meetings, and schedule reporting and product specification documents and tools.

**Work Element: 2302100 NEW - Transportation Modeling Development**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$930,976
Other Direct Costs	\$0	\$0	\$11,950
Contracted Services	\$0	\$0	\$475,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,417,926</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$0	\$642,926
FHWA Metropolitan Planning (PL)	\$0	\$0	\$300,000
SANDAG Contingency Reserve Fund	\$0	\$0	\$475,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,417,926</b>

### Objective

The objective of this work element is to develop a suite of transportation models to ensure regional transportation planning processes can rely on quantitative analysis tools adequate for new socioeconomic environments and emerging planning challenges. This work element also supplies modeling tools for highway, transit, and non-motorized transportation analysis at project, corridor, and jurisdiction levels. Emphasis in FY 2020 will be on supporting Activity-Based Model (ABM2) applications in San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and developing new modeling tools for transportation analysis, including ABM2+ for San Diego Forward: The 2021 Regional Plan (2021 Regional Plan).

### Previous Accomplishments

This work was previously included in Work Element Project No. 2300000. Previous accomplishments include completion of ABM2 development for 2020 Federal RTP and ABM1 support in Service Bureau project applications.

### Justification

SANDAG is required by state and federal law to maintain a transportation modeling system that addresses regional planning needs and can be used for air quality conformity determinations. Regional planning activities and corridor and project level studies rely on comprehensive, detailed, and validated transportation models produced from this work element.

**Project Manager:** Wu Sun, Data, Analytics, and Modeling Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<b>Task Description:</b> Develop ABM2+ for the 2021 Regional Plan. ABM2+ will reflect travel behavioral impact of new motilities such as ride hailing, autonomous/connected vehicles and transformative modes as well as travel demand impact of updated land use and population forecast. <b>Product:</b> ABM2+ model formulas and parameters, software, and documentation <b>Completion Date:</b> 6/30/2020
2	15	<b>Task Description:</b> Continue collaboration with other metropolitan planning organizations to enhance a common ABM software platform (ActivitySim), including developing a prototype case study for SANDAG, this is a multiple year effort <b>Product:</b> ActivitySim software, prototype case study, and documentation <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Support ABM2 applications in 2020 Federal RTP, including investigations, procedural improvements, database maintenance and reporting, and documentation; support ABM1 applications in Service Bureau projects; support internal data analysis requests and external requests from local jurisdictions and private firms <b>Product:</b> Improved model procedures, software, data products, and documentation <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Coordinate and support other department program functions and inter-departmental efforts, including: (1) coordination with survey, data collection, data dissemination, and Quality Assurance/Quality Control efforts; (2) integration of transportation and land use models; (3) State Route 11 modeling task support; (4) ABM database maintenance support; (5) ABM development documentation maintenance and update <b>Product:</b> Data products, procedures, computer programs, meetings and documentation <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue work to develop, improve, and maintain an ensemble of transportation modeling tools that properly reflect regional socioeconomic characteristics, observed travel behaviors, traffic and transit ridership counts, and the impact of transformational technologies. The ensemble of tools will be designed to accommodate various levels of transportation analysis needs.



**Work Element: 2302200 NEW - Data Dissemination****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$603,771
Other Direct Costs	\$0	\$0	\$4,000
Contracted Services	\$0	\$0	\$45,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$652,771</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$0	\$0	\$200,000
TDA Planning/Administration	\$0	\$0	\$452,771
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$652,771</b>

**Objective**

The objective of this work element is to improve and expand the dissemination of data through new vehicles and channels that are easy to use, timely, visually appealing, accurate, and comprehensive. New ways will be explored to combine data and get information into the hands of the community, policy makers, and other stakeholders that will support efforts to maintain and improve the quality of life in the region. Emphasis in FY 2020 will be on creating new systems and strategies to disseminate information as well as improving existing ones.

**Previous Accomplishments**

In prior years, Work Element Project No. 2300700 Data Visualization, Dissemination, and Analysis Methods was focused on data visualization, dissemination, and analysis methods with a particular focus on Geographic Information Systems (GIS) technology. This new work element includes those efforts and also formalizes strategies being formed in FY 2019 to improve how information is shared with the community as part of our efforts for transparency.

**Justification**

Developing data dissemination strategies and visualization methods for SANDAG programs, plans (e.g., San Diego Forward: The 2021 Regional Plan and San Diego Forward: The 2020 Federal Regional Transportation Plan), and projects helps to transform large and often complex geographic and statistical analyses into more understandable formats for planners, policymakers, and the public. This in turn supports improved communication and regional decision-making. Having robust tools and processes for visualization in place allows SANDAG to leverage the agency's significant data assets into actionable information.

**Project Manager:** Cynthia Burke, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** San Diego Regional GIS Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Create new interactive systems for users to access data that can be shared <b>Product:</b> Interactive data systems <b>Completion Date:</b> 6/30/2020
2	35	<b>Task Description:</b> Summarize data in visually appealing ways, including maps, to ensure key information is made available to the public in a timely fashion <b>Product:</b> Short info-graphics and maps of the latest modeling, forecast, Census, estimates, and other SANDAG data <b>Completion Date:</b> 6/30/2020
3	15	<b>Task Description:</b> Create and implement interactive story maps, web mapping applications, and geo-based visual content to support SANDAG program objectives <b>Product:</b> Interactive Story Maps, enhanced, responsive GIS web mapping applications, and interactive geo-based content for internal SANDAG program areas, and public facing products and services <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Research and implement 3D visualization strategies to support capital project delivery, operations, and outputs from the SANDAG suite of regional models <b>Product:</b> Improved quality and accessibility of visualization products and services; and state-of-the-art web application development framework <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Develop GIS models, procedures, and analyses to support the development and integration of large, complex datasets for use in visualization products <b>Product:</b> Regional 3D basemap, GIS models, procedures, and analyses <b>Completion Date:</b> 6/30/2020
6	5	<b>Task Description:</b> Implement SANDAG cartographic standards <b>Product:</b> Updated cartographic and visualization standards, including web publishing components and templates <b>Completion Date:</b> 6/30/2020

### Future Activities

As new data dissemination strategies are put into place, staff will work collaboratively to enhance visualization processes, ensure data that can be shared is easily available, and that the latest technology and advances are utilized.

**Work Element: 2302300 NEW - Data Acquisition, Management, and Governance****Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$412,020
Other Direct Costs	\$0	\$0	\$261,000
Contracted Services	\$0	\$0	\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$723,020</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$0	\$723,020
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$723,020</b>

**Objective**

This new work element consolidates activities related to the acquisition and maintenance of data to support the Data, Analytics, and Modeling (DAM) Department. The objectives of this work element are to acquire, create, update, document, maintain and deliver data that supports a wide range of agency goals, objectives, plans, and projects; coordinate the implementation of standards, strategies, and tools that support agency data governance objectives and departmental data delivery needs; and provide production data for SANDAG enterprise data delivery and business intelligence systems. Emphasis in FY 2020 will be on implementing the Data Acquisition and Management Strategic Plan; supporting Quality Assurance and Quality Control activities throughout data acquisition, maintenance, and dissemination; and delivering high quality data to support agency initiatives.

**Previous Accomplishments**

Developed the Data Acquisition and Management Strategic Plan, a key element of the SANDAG Data Governance Plan; the acquisition and procurement scheduling tool; and deployed standards-based data development, staging, and production environments.

**Justification**

This work element ensures that SANDAG has access to the most current, accurate, and relevant data to support a broad range of agency initiatives, including the development of San Diego Forward: The 2021 Regional Plan, San Diego Forward: The 2020 Federal Regional Transportation Plan, and the *Transnet* capital improvement program. This work element also supports the development of standards related to the SANDAG Plan of Excellence.

**Project Manager:** Darlanne Mulmat, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<p><b>Task Description:</b> Implement the Data Acquisition and Management and Strategic Plan, an element of the SANDAG data governance initiative, to ensure that all data acquired and managed by the DAM Department meets the needs of its customers</p> <p><b>Product:</b> Accurate, accessible and well documented data that meets modeling, forecasting and data dissemination product specifications and technical requirements</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	50	<p><b>Task Description:</b> Manage the procurement, translation, loading, and dissemination of core datasets that support SANDAG goals and objectives</p> <p><b>Product:</b> Secure, accessible and up to date data supporting economic and demographic forecasting, transportation analysis and modeling, and geographic information systems</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue to acquire, create, update, document, maintain and deliver data that supports agency data needs.

**Work Element: 2340000 Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse**  
**Area of Emphasis: Modeling and Research**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$160,979	\$205,302	\$203,928
Other Direct Costs	\$2,399	\$40,945	\$14,525
Contracted Services	\$4,408	\$13,360	\$7,500
<b>Total</b>	<b>\$167,786</b>	<b>\$259,607</b>	<b>\$225,953</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Criminal Justice Member Assessments	\$167,786	\$219,607	\$225,953
Other Local Funds	\$0	\$40,000	\$0
<b>Total</b>	<b>\$167,786</b>	<b>\$259,607</b>	<b>\$225,953</b>

### Objective

The objectives of this work element are to support local criminal justice (CJ) planning and policy-making by providing analysis of crime and other public safety data; maintaining current and historical information about crime and public safety strategies; developing research designs to evaluate the effectiveness of crime prevention and reduction strategies; and supporting the Public Safety Committee (PSC). Emphasis in FY 2020 will be on improving the distribution of timely, relevant, and informative publications to the community, including seven to nine CJ bulletins and 12 CJ flashes. Also, FY 2020 will mark the technical migration to a system that will be able to accommodate the changes in crime reporting (Uniform Crime Reporting to National Incident Based Reporting System [NIBRS]).

### Previous Accomplishments

Previous accomplishments include responding to daily requests for crime-related information from elected officials, CJ professionals, community-based organizations, the public, and the media; maintaining crime-related databases and CJ-related information resources for the community's access; analyzing crime and arrest data from 20 public safety agencies; participating as a member of the City of San Diego's Commission on Gang Prevention and Intervention, North County Comprehensive Gang Initiative Steering Committee, Methamphetamine Strike Force, Comprehensive Strategy Task Force, Community Corrections Partnership, and San Diego Reentry Roundtable; analyzing and disseminating data from the Substance Abuse Monitoring (SAM) project; evaluating San Diego County's detention facility capacity; and providing staff support to the PSC.

### Justification

The CJ Clearinghouse has been in existence since 1977 and is supported with dedicated funding from SANDAG member agencies. It is the only entity that compiles data from individual jurisdictions to create a regional picture of trends and upcoming issues related to public safety.

**Project Manager:** Cynthia Burke, Data, Analytics, and Modeling Department  
**Committee(s):** Public Safety Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Support and staff the PSC <b>Product:</b> Agenda, reports, and PSC follow-up materials <b>Completion Date:</b> 6/30/2020
2	40	<b>Task Description:</b> Prepare CJ flashes, CJ bulletins, and other products such as SAM outcomes, regional crime and arrest data, and other regional public safety information <b>Product:</b> Up to nine CJ bulletins and 12 CJ faxes <b>Completion Date:</b> 6/30/2020
3	15	<b>Task Description:</b> Gather, manage, and quality control crime-related databases and information <b>Product:</b> Current and historical databases <b>Completion Date:</b> 6/30/2020
4	5	<b>Task Description:</b> Identify, summarize, and respond to requests for proposals <b>Product:</b> Minimum of three grant proposals <b>Completion Date:</b> 6/30/2020
5	5	<b>Task Description:</b> Present to policymakers, practitioners, and the community on crime-related and SAM data <b>Product:</b> Minimum of two presentations (upon request) <b>Completion Date:</b> 6/30/2020
6	5	<b>Task Description:</b> Serve on intergovernmental committees, task forces, and pertinent state and national groups <b>Product:</b> Committee memberships <b>Completion Date:</b> 6/30/2020
7	10	<b>Task Description:</b> Design new data base and process to import NIBRS <b>Product:</b> New SQL database <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to focus on the region's information and research needs; track statistics and key issues; provide timely resources to the community; and staff the PSC.

**Work Element: 2340100 CJAM – Substance Abuse Monitoring****Area of Emphasis: Modeling and Research**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$1,143,942	\$98,095	\$82,755	\$100,307	\$1,425,099
Other Direct Costs	\$85,267	\$4,386	\$28,584	\$11,032	\$129,269
Contracted Services	\$252,080	\$20,629	\$24,624	\$24,624	\$321,957
Pass-Through to Other Agencies	\$46,250	\$0	\$0	\$0	\$46,250
<b>Total</b>	<b>\$1,527,539</b>	<b>\$123,110</b>	<b>\$135,963</b>	<b>\$135,963</b>	<b>\$1,922,575</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SANDAG Member Assessments	\$186,750	\$18,750	\$18,750	\$18,750	\$243,000
County of SD & CA Border Alliance Group	\$1,339,789	\$59,360	\$72,213	\$72,213	\$1,543,575
CJ-Community Based Orgs	\$1,000	\$0	\$0	\$0	\$1,000
U.S. Department of Justice	\$0	\$45,000	\$45,000	\$45,000	\$135,000
<b>Total</b>	<b>\$1,527,539</b>	<b>\$123,110</b>	<b>\$135,963</b>	<b>\$135,963</b>	<b>\$1,922,575</b>

**Objective**

The objective of this work element is to support practitioners and policymakers in assessing the effectiveness of prevention activities and changes in drug trends. Emphasis in FY 2020 will be on continuing to measure drug use and other behavior trends among arrested adults and juveniles and conducting interviews with adults booked into three San Diego County detention facilities and juveniles booked into San Diego County Juvenile Hall on a biannual basis about their alcohol and other drug use history.

**Previous Accomplishments**

SANDAG has conducted interviews with adult and juvenile arrestees since 1987. When federal funding for these interviews was discontinued in 2003-2004, local funding sources were secured. San Diego is the only location nationwide that collects data from recent arrestees and maintains the possibility for longitudinal analysis of local drug trends. The past year was the first year that data were available to compare marijuana use, sales, and attitudes to baseline measures collected prior to the passage of Proposition 64 (because the instrument was modified in 2016, per a request from partners).

**Justification**

This project has dedicated local funding. Locally, this information is used to assess drug-use trends and identify potential drug epidemics and treatment needs. This project also has served as a platform for other research, with the inclusion of questions related to methamphetamine and intravenous drug use, marijuana use, gang involvement, and domestic violence.

**Project Manager:** Cynthia Burke, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	100	<b>Task Description:</b> Continue to conduct interviews and collect urine specimens from adult and juvenile arrestees; and analyze results and summarize trends in drug use of arrestees <b>Product:</b> Complete interviews and samples <b>Completion Date:</b> 6/30/2020

### Future Activities

This program will continue to inform stakeholders regarding drug use in the San Diego region as long as the funding support continues.



**Group Program Title:** 2345000 CJAM – Adult Criminal Justice Projects (Group Program)  
**Area of Emphasis:** Modeling and Research

---

### Group Objective

The objective of this work element is to provide quality research and evaluation in support of local law enforcement and public safety agencies. Emphasis in FY 2020 will be on providing timely and relevant information to practitioners and policymakers regarding effective policy with respect to adult offender rehabilitation.

### Previous Accomplishments

The SANDAG Criminal Justice Clearinghouse has provided evaluation support to various adult offender program evaluations over the years with dedicated funding.

### Justification

The projects in the Criminal Justice Adult Program use dedicated funds provided by public safety entities, including state and federal grants, to provide objective evaluations regarding effective and efficient strategies to keep our communities safe.

**Project Manager:** Sandy Keaton, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** None

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	100	<b>Task Description:</b> Design and implement research methodologies, including collecting data from a variety of sources <b>Product:</b> Minutes, reports, and data sets <b>Completion Date:</b> 6/30/2020

**Work Element: 2346600 CJAM – Prop. 47 Evaluation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$49,073	\$152,479	\$136,178	\$139,284	\$477,014
Other Direct Costs	\$0	\$176	\$0	\$0	\$0	\$176
Contracted Services	\$0	\$0	\$0	\$3,500	\$0	\$3,500
<b>Total</b>	<b>\$0</b>	<b>\$49,249</b>	<b>\$152,479</b>	<b>\$139,678</b>	<b>\$139,284</b>	<b>\$480,690</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
County of San Diego	\$0	\$49,249	\$152,479	\$139,678	\$139,284	\$480,690
<b>Total</b>	<b>\$0</b>	<b>\$49,249</b>	<b>\$152,479</b>	<b>\$139,678</b>	<b>\$139,284</b>	<b>\$480,690</b>

**Work Element: 2346700 CJAM – SMART STAR Evaluation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$21,642	\$57,889	\$59,993	\$47,833	\$187,357
Other Direct Costs	\$0	\$31	\$3,028	\$0	\$0	\$3,059
Pass-Through to Other Agencies	\$0	\$0	\$186,500	\$186,500	\$186,500	\$559,500
<b>Total</b>	<b>\$0</b>	<b>\$21,673</b>	<b>\$247,417</b>	<b>\$246,493</b>	<b>\$234,333</b>	<b>\$749,916</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
Bureau of Justice Assistance	\$0	\$21,673	\$247,417	\$246,493	\$234,333	\$749,916
<b>Total</b>	<b>\$0</b>	<b>\$21,673</b>	<b>\$247,417</b>	<b>\$246,493</b>	<b>\$234,333</b>	<b>\$749,916</b>

**Work Element: 2346800 CJAM - Specialized Housing Services for Human Trafficking Victims Evaluation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$8,000	\$6,878	\$3,122	\$18,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$6,878</b>	<b>\$3,122</b>	<b>\$18,000</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
U.S. Department of Justice	\$0	\$0	\$8,000	\$6,878	\$3,122	\$18,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$6,878</b>	<b>\$3,122</b>	<b>\$18,000</b>

Note: Grant is passed through North County Lifeline to SANDAG.

**Group Program Title:** 2350000 CJAM – Youth Evaluation Projects (Group Program)  
**Area of Emphasis:** Modeling and Research

---

### Group Objective

The objective of this work element is to continue to partner with local jurisdictions to evaluate grant-funded programs, ranging from prevention to graduated sanctions for youth. SANDAG also has developed partnerships with other youth-serving entities in the region to provide quality evaluations for innovative juvenile justice prevention and intervention services to youth.

Emphasis in FY 2020 will be on providing timely and relevant information to practitioners on these on-going grant projects.

### Previous Accomplishments

SANDAG has partnered with county partners on numerous grant-funded projects and has the staff with the expertise and background required to complete evaluation activities.

### Justification

The projects in the Criminal Justice Youth Evaluation Program use dedicated funds provided by public safety entities, including federal and state grants, to provide objective evaluations regarding effective and efficient strategies to keep our communities safe and prevent juvenile delinquency.

**Project Manager:** Sandy Keaton, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** None

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	100	<p><b>Task Description:</b> Contingent upon available funding, continue to track outcome measures for ongoing projects related to reducing juvenile delinquency and victimization as well as to evaluate programs directed at supporting at-risk youth populations</p> <p><b>Product:</b> Research tools and reports</p> <p><b>Completion Date:</b> 6/30/2020</p>

**Work Element: 2350100 CJAM – Juvenile Justice Crime Prevention Act**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$2,836,616	\$188,175	\$189,564	\$127,303	\$3,341,658
Other Direct Costs	\$74,794	\$0	\$502	\$0	\$75,296
Contracted Services	\$0	\$0	\$8,150	\$0	\$8,150
<b>Total</b>	<b>\$2,911,410</b>	<b>\$188,175</b>	<b>\$198,216</b>	<b>\$127,303</b>	<b>\$3,425,104</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
County Dept. of Probation	\$2,831,788	\$188,175	\$198,216	\$127,303	\$3,345,482
Criminal Justice - Other Local Funds	\$79,622	\$0	\$0	\$0	\$79,622
<b>Total</b>	<b>\$2,911,410</b>	<b>\$188,175</b>	<b>\$198,216</b>	<b>\$127,303</b>	<b>\$3,425,104</b>

**Work Element: 2352400 CJAM – Reducing Racial and Ethnic Disparities**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$77,576	\$60,709	\$59,602	\$197,887
Other Direct Costs	\$0	\$0	\$0	\$14,613	\$10,500	\$25,113
Contracted Services	\$0	\$0	\$0	\$8,500	\$8,500	\$17,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77,576</b>	<b>\$83,822</b>	<b>\$78,602</b>	<b>\$240,000</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
County Dept. of Probation	\$0	\$0	\$77,576	\$83,822	\$78,602	\$240,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77,576</b>	<b>\$83,822</b>	<b>\$78,602</b>	<b>\$240,000</b>

**Work Element: 2352500 CJAM – Credible Messenger CalVIP Evaluation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$25,296	\$24,704	\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,296</b>	<b>\$24,704</b>	<b>\$50,000</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
Criminal Justice - Misc. Revenue	\$0	\$0	\$25,296	\$24,704	\$50,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,296</b>	<b>\$24,704</b>	<b>\$50,000</b>

Note: Grant is passed through South Bay Community Services to SANDAG.

**Work Element: 2352600 CJAM – CAT+ Continuation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$35,412	\$37,450	\$72,862
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,412</b>	<b>\$37,450</b>	<b>\$72,862</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
U. S. Department of Health & Human Services	\$0	\$0	\$35,412	\$37,450	\$72,862
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,412</b>	<b>\$37,450</b>	<b>\$72,862</b>

*Note: Grant is passed through San Diego Youth Services to SANDAG.*

**Work Element: 2352700 CJAM – Chula Vista Promise Neighborhood Continuation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$37,280	\$36,752	\$74,032
Other Direct Costs	\$0	\$0	\$1,200	\$2,100	\$3,300
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,480</b>	<b>\$38,852</b>	<b>\$77,332</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
U.S. Dept. of Education	\$0	\$0	\$38,480	\$38,852	\$77,332
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,480</b>	<b>\$38,852</b>	<b>\$77,332</b>

*Note: Grant is passed through South Bay Community Services to SANDAG.*

**Work Element: 2352800 CJAM – San Diego Promise Neighborhood (SDPN)**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$0	\$63,006	\$63,006
Other Direct Costs	\$0	\$0	\$0	\$2,000	\$2,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,006</b>	<b>\$65,006</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
U.S. Dept. of Education	\$0	\$0	\$0	\$65,006	\$65,006
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,006</b>	<b>\$65,006</b>

**Work Element:** 7500000 SANDAG Service Bureau

**Area of Emphasis:** Modeling and Research

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$183,281	\$181,865	\$185,164
Contracted Services	\$312,799	\$130,000	\$0
<b>Total</b>	<b>\$496,080</b>	<b>\$311,865</b>	<b>\$185,164</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
SANDAG Service Bureau Fees	\$496,080	\$311,865	\$185,164
<b>Total</b>	<b>\$496,080</b>	<b>\$311,865</b>	<b>\$185,164</b>

### Objective

The SANDAG Service Bureau is a fee-based operation that includes work conducted through SourcePoint, the nonprofit public benefit corporation chartered by SANDAG in 1982. The objective of this work element is to provide customized data and reports to member agencies, nonmember government agencies, tribal governments, private organizations, and individuals.

Emphasis in FY 2020 will be on providing professional products and services in the areas of feasibility studies and strategic planning, geographic information system (GIS) mapping and analysis, economic and demographic data and analysis, transportation modeling, and survey work to established and new clients. Activities also could include providing member and government partner agencies access to SANDAG on-call contractors to support projects needing job order contracting, construction management, architectural and engineering services, or other professional services.

### Previous Accomplishments

The SANDAG Service Bureau was formed in 2005 to generate revenue to help cover the costs of maintaining and enhancing the Regional Information System (RIS). The SANDAG Service Bureau typically works on 50 to 60 projects each fiscal year, of which the vast majority of services are transportation modeling jobs. Routine services in demographic and economic data and analysis, GIS mapping, and feasibility studies also are provided on a regular basis.

### Justification

The purpose of the SANDAG Service Bureau is to offer products and services that meet the needs of decision-makers in the public and private sectors while generating revenue to help maintain and enhance the quality and extent of demographic, economic, transportation, land use, and other information maintained in the SANDAG RIS. Many of the SANDAG projects and programs rely on the databases and technical capabilities of the RIS. The ability of the Service Bureau to generate revenue to enhance the RIS will help ensure that SANDAG is able to continue to provide high-quality, comprehensive, and timely inter- and intra-agency support.

**Project Manager:** Cheryl Mason, Data, Analytics, and Modeling Department

**Committee(s):** Executive Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	60	<b>Task Description:</b> Offer data products and professional services that meet the needs of public agencies, tribal governments, private organizations, and individuals <b>Product:</b> Products and services <b>Completion Date:</b> 6/30/2020
2	20	<b>Task Description:</b> Manage Service Bureau by overseeing operations, including contracts, invoicing, and presenting progress reports to the Executive Committee <b>Product:</b> Quarterly progress reports and mid-year and annual financial and activity reports to the Executive Committee <b>Completion Date:</b> 6/30/2020
3	10	<b>Task Description:</b> Perform customer outreach to increase visibility and expand customer base <b>Product:</b> Customer outreach activities; Service Bureau orientations to new SANDAG staff <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Monitor and evaluate Service Bureau efforts to ensure an effective program that actively promotes Service Bureau capabilities and resources <b>Product:</b> Updated webpages and other tools <b>Completion Date:</b> 6/30/2020

### Future Activities

Staff will continue to provide professional products and services as in past years through the Service Bureau and through SourcePoint.

## **Chapter 2.2 Regional Planning**

Collaborate with the Board, stakeholders, and the community to gather feedback and develop a big-picture vision to serve as the foundation for the next iteration of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). Communicate to stakeholders that this process will require a significant extension to the current timeline for producing the 2021 Regional Plan. Emphasize the need to envision a balanced transportation system that can be achieved through implementation of the 5 Big Moves. Work with state and federal agencies to minimize potential risks to SANDAG that may be caused by this extended effort. Risk-mitigation efforts will include preparing San Diego Forward: The 2020 Federal Regional Transportation Plan and working with the state to ensure that San Diego Forward: The 2015 Regional Plan remains in effect until SANDAG adopts the 2021 Regional Plan. In addition, move forward with the Regional Housing Needs Assessment process.



**Work Element: 3100400 Regional Plan Implementation**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$489,853	\$681,612	\$723,497
Other Direct Costs	\$14,592	\$8,000	\$3,000
Contracted Services	\$1,771,916	\$0	\$0
Pass-Through to Other Agencies	\$12,440	\$0	\$0
<b>Total</b>	<b>\$2,288,801</b>	<b>\$689,612</b>	<b>\$726,497</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$442,423	\$475,000	\$500,000
TDA Planning/Administration	\$1,796,378	\$118,306	\$176,497
TransNet Administration (1%)	\$50,000	\$96,306	\$50,000
<b>Total</b>	<b>\$2,288,801</b>	<b>\$689,612</b>	<b>\$726,497</b>

### Objective

The objective of this work element is to assist with the implementation of the current San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) adopted in 2015 and the development of San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) anticipated for adoption in 2020.

Emphasis in FY 2020 will be on continuing to implement actions included in the 2015 Regional Plan and developing the 2020 Federal RTP, including target setting, monitoring, and reporting for performance metrics established by the U.S. Department of Transportation (U.S.DOT) pursuant to the Fixing America's Surface Transportation (FAST) Act.

### Previous Accomplishments

The Board of Directors adopted the 2015 Regional Plan and certified its Environmental Impact Report in October 2015. The U.S. DOT issued its air quality conformity finding and the California Air Resources Board (ARB) accepted the 2015 Regional Plan and its Sustainable Communities Strategy.

### Justification

This project is required to meet state and federal laws governing the creation and adoption of the Regional Transportation Plan, including requirements from California Senate Bill 375 (Steinberg, 2008). The project also is required to meet state law regarding the development of Regional Comprehensive Plans described in Assembly Bill 361 (Kehoe, 2003). Requirements of Assembly Bill 805 (Gonzalez, 2017) related to the 2021 Regional Plan are incorporated separately (Work Element Project No. 3102000 San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan).

**Project Manager:** Elisa Arias, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee  
Transportation Committee

**Working Group(s):** Active Transportation Working Group  
Cities/County Transportation Advisory Committee  
Environmental Mitigation Program Working Group  
Freight Stakeholders Working Group  
Independent Taxpayer Oversight Committee  
Interagency Technical Working Group on Tribal Transportation Issues  
Regional Energy Working Group  
Regional Planning Technical Working Group  
San Diego Region Conformity Working Group  
San Diego Regional Military Working Group  
San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Coordinate with the Federal Highway Administration (FHWA) and refine the Congestion Management Process as part of transportation planning, monitoring, and programming activities</p> <p><b>Product:</b> Federal Congestion Management Process framework for FHWA review</p> <p><b>Completion Date:</b> 4/30/2020</p>
2	15	<p><b>Task Description:</b> Monitor the implementation of near-term and continuing actions adopted in the 2015 Regional Plan, and compile data for the 2015 Regional Plan Monitoring Report (projected for publication in 2022)</p> <p><b>Product:</b> Quarterly status reports and web-based 2015 Regional Plan Monitoring Report database with 2020-2021 data</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	20	<p><b>Task Description:</b> Implement initial components of the Regional Transit Oriented Development Strategy and enhance and maintain the SANDAG Smart Growth Tool Kit</p> <p><b>Product:</b> Smart Growth Tool Kit website updates</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	25	<p><b>Task Description:</b> Coordinate with FHWA, Federal Transit Administration, and Caltrans to implement metropolitan planning provisions of the FAST Act, including target setting, monitoring, and reporting; participate in performance monitoring working groups convened by the ARB, Caltrans, and other stakeholders</p> <p><b>Product:</b> Meetings, staff reports, data analysis, and documentation</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	15	<p><b>Task Description:</b> Coordinate regional transportation planning with land use plans of local agencies, military, and tribal governments, collaborate with Caltrans in the development of district and statewide plans (e.g. California Transportation Plan, System Management Plan, Strategic Highway Safety Plan, etc.), and with other stakeholders, such as the Interstate 15 Mobility Alliance; develop scopes of work for corridor or subregional studies, as needed</p> <p><b>Product:</b> Correspondence and comments on draft plans and reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
6	10	<p><b>Task Description:</b> Provide staffing needs for the Regional Planning Technical Working Group and Regional Military Working Group.</p> <p><b>Product:</b> Meetings, staff reports, and agendas</p> <p><b>Completion Date:</b> 6/30/2020</p>

## Future Activities

Continue the implementation of projects and programs included in the 2015 Regional Plan and the 2020 Federal RTP. Continue implementation of metropolitan planning provisions of the FAST Act, including performance-based planning.

**Work Element: 3100600 Air Quality Planning and Transportation Conformity**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$78,666	\$119,914	\$147,861
Other Direct Costs	\$280	\$3,100	\$2,100
<b>Total</b>	<b>\$78,946</b>	<b>\$123,014</b>	<b>\$149,961</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$51,855	\$100,000	\$100,000
TDA Planning/Administration	\$27,091	\$23,014	\$49,961
<b>Total</b>	<b>\$78,946</b>	<b>\$123,014</b>	<b>\$149,961</b>

### Objective

The objective of this work element is to comply with federal requirements for air quality conformity analysis.

Emphasis in FY 2020 will be on conducting interagency consultation and preparing the air quality conformity analysis for amendments to the 2018 Regional Transportation Improvement Program (RTIP) and the 2020 RTIP; interagency consultation and preparation of regional emissions analysis for San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) conformity determination; collaborating with San Diego County Air Pollution Control District (APCD) on development of an ozone State Implementation Plan (SIP) for submission to the California Air Resources Board (ARB); implementing the federal standard for Eight-Hour Ozone; and complying with updates to transportation conformity rules and procedures.

### Previous Accomplishments

Previous work includes emissions analysis and conformity findings for the current 2015 Regional Transportation Plan, as well as for the 2018 RTIP and its amendments. Work efforts support the San Diego Region Conformity Working Group (CWG) as well as the monitoring and implementation of federal air quality conformity requirements.

### Justification

Federal regulations require SANDAG to conduct air quality conformity analysis of the 2020 Federal RTP and RTIP, including all regionally significant projects that increase the transportation system capacity, regardless of funding sources.

**Project Manager:** Rachel Kennedy, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
 Transportation Committee  
**Working Group(s):** San Diego Region Conformity Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Conduct interagency consultation and regional emissions analysis for the 2020 Federal RTP, develop documentation, including modeling procedures <b>Product:</b> Conformity finding and documents <b>Completion Date:</b> 5/31/2020
2	30	<b>Task Description:</b> Conduct interagency consultation and emissions analyses to determine conformity of 2018 RTIP amendments, and the draft 2020 RTIP; develop documentation, including modeling procedures <b>Product:</b> Draft and final conformity findings and documents <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Provide staff support for the CWG and continue required consultation procedure <b>Product:</b> Consultation with U.S. Department of Transportation, U.S. Environmental Protection Agency, Caltrans, and ARB; agendas, minutes, and actions <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Monitor federal legislation and regulations regarding air quality conformity and participate in Statewide CWG meetings <b>Product:</b> Statewide CWG agendas and meeting materials <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> With the APCD, develop an ozone SIP for submission to ARB <b>Product:</b> SIP document <b>Completion Date:</b> 6/30/2020

### Future Activities

In FY 2021, transportation conformity activities related to the development of the 2021 Regional Transportation Plan and 2020 RTIP, and coordination with the CWG will continue.

**Work Element: 3100700 Goods Movement Planning****Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$210,507	\$367,550	\$330,708
Other Direct Costs	\$5,930	\$10,000	\$2,000
Contracted Services	\$0	\$11,675	\$0
<b>Total</b>	<b>\$216,437</b>	<b>\$389,225</b>	<b>\$332,708</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$142,920	\$225,000	\$200,000
TDA Planning/Administration	\$18,517	\$109,225	\$132,708
Contribution from Local Cities or Member Agencies	\$55,000	\$55,000	\$0
<b>Total</b>	<b>\$216,437</b>	<b>\$389,225</b>	<b>\$332,708</b>

**Objective**

The objectives of this work element are to collaborate with interregional, state, and federal agencies and goods movement organizations to coordinate the development, operations, funding, and legislative and regulatory changes for a goods movement transportation system; and coordinate with the region's freight agencies to continue development and implementation of the regional freight strategy as outlined in San Diego Forward: The 2015 Regional Plan (2015 Regional Plan).

Emphasis in FY 2020 will be on developing goods movement projects (constrained and unconstrained) for San Diego Forward: The 2020 Federal Regional Transportation Plan and San Diego Forward: The 2021 Regional Plan and evaluating supply chain issues and emerging freight technologies.

**Previous Accomplishments**

Continued to facilitate the Freight Stakeholders Working Group (FSWG) meetings, participated in the development of the SR 11/Otay Mesa East Port of Entry Project, including the successful award of \$82 million in funding from California Senate Bill 1 (SB 1) (Beall, 2017) for the Border region; completed the Border Wait Time (BWT) Pilot and the BWT Transition Plan; completed the Truck Visualization Study; and updated the Freight component of the SANDAG website.

**Justification**

Goods movement planning is an integral component of the agency's long-range planning activities, including the Regional Plan updates. This work element will provide developmental work for the emerging local, state, and federal freight programming and project development efforts. Goods movement planning activities also support the collaborative planning partnership with the Port of San Diego.

**Project Manager:** Elisa Arias, Land Use / Transportation Planning Department

**Committee(s):** Borders Committee  
Transportation Committee

**Working Group(s):** Freight Stakeholders Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<p><b>Task Description:</b> Collaborate with state and federal agencies to respond to proposed rulemakings, planning documents, freight mapping initiatives, and potential freight policies for goods movement related to the federal Fixing America's Surface Transportation (FAST) Act and the state Trade Corridor Enhancement Program (TCEP); respond to other emerging freight program initiatives such as the California Sustainable Freight Action Plan</p> <p><b>Product:</b> Background and research papers, funding proposals, and response to proposed rulemaking items of the FAST Act, TCEP, and other state freight policies as required</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	10	<p><b>Task Description:</b> Coordinate with the Port of San Diego, rail operators, and regional freight agencies on planning, operations, and development of viable freight projects for various funding sources</p> <p><b>Product:</b> Funding proposals as well as reports and meeting agendas as required</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Monitor goods movement trends and legislation to inform overall agency work as well as specific long-range planning activities and grant applications</p> <p><b>Product:</b> Comments on federal and state policies and grant guidelines, grant applications and monitoring, as required</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	25	<p><b>Task Description:</b> Collaborate with freight planning professionals to coordinate project development as part of local and statewide goods movement strategies; partner agencies include Caltrans, California Air Resources Board, California Energy Commission, Southern California Association of Governments, Imperial County Transportation Commission, San Diego Air Pollution Control District, and border stakeholder groups</p> <p><b>Product:</b> Various reports, meeting attendance related to goods movement issues</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue with all the core freight planning functions and facilitate the FSWG; pursue any new funding opportunities coming from the federal or state level.

**Work Element: 3101500 Airport Connectivity Planning****Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$260,000	\$324,686	\$584,686
Other Direct Costs	\$0	\$0	\$3,000	\$10,000	\$13,000
Contracted Services	\$0	\$0	\$997,000	\$500,000	\$1,497,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,260,000</b>	<b>\$834,686</b>	<b>\$2,094,686</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SANDAG Contingency Reserve Fund	\$0	\$0	\$1,000,000	\$500,000	\$1,500,000
TDA Planning/Administration	\$0	\$0	\$260,000	\$334,686	\$594,686
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,260,000</b>	<b>\$834,686</b>	<b>\$2,094,686</b>

**Objective**

The objective of this work element is to develop an airport ground access plan, including the potential development of a people mover (or other mode of regional transit), a comprehensive multi-use development to support the people mover (or other mode of regional transit) and provide a central multimodal transportation hub.

Emphasis in FY 2020 will be on working with regional stakeholders to develop a comprehensive funding strategy for the Intermodal Transportation Center (ITC) and related components.

**Previous Accomplishments**

Work efforts on this project began in FY 2019. The first six months of the project included the development of a work plan, alignment studies, planning analysis, coordination with regional stakeholders, modeling work, identification of Environmental Impact Report (EIR) needs and interagency agreements.

**Justification**

On December 21, 2018, the Board of Directors approved the formation of an inter-agency group for collaboration on the project, which includes the City of San Diego, the San Diego County Regional Airport Authority, San Diego Port District, California Department of Transportation, San Diego Metropolitan Transit System and U.S. Department of Defense (Airport Connectivity Subcommittee). The Airport Connectivity Subcommittee is responsible for bringing forward concepts for improving transportation to the Airport. As part of the project, SANDAG will evaluate viable options for future transit, roadway and highway improvements, an automated people mover or other rail improvements as well as the ITC. As a key component of the project, SANDAG will work to redefine the ITC and design the San Diego Grand Central Station to connect trolleys, buses, COASTER and Amtrak trains to the Airport. The Airport Connectivity Subcommittee is expected to produce a blueprint for the transportation center and other alternatives by June 2019, and ultimately propose a shared funding strategy among all relevant agencies.

**Project Manager:** Jennifer Williamson, Land Use / Transportation Planning Department

**Committee(s):** None

**Working Group(s):** Airport Connectivity Subcommittee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Preliminary engineering and design <b>Product:</b> Development of ground access concepts through 33 percent design <b>Completion Date:</b> 6/30/2020
2	20	<b>Task Description:</b> Environmental preparation <b>Product:</b> Scope of work and Notice of Preparation for EIR <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Real estate analysis and land use acquisition <b>Product:</b> Real estate proformas/land use acquisition plan <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Interagency agreements to support one ITC project <b>Product:</b> Ongoing development of Memoranda of Understanding, agreements, acquisitions <b>Completion Date:</b> 6/30/2020

### Future Activities

There is currently no funding to advance this project past its current phase. Future activities involve seeking funding to deliver the final design and construction.



**Work Element: 3101800 CV Light Rail Trolley Improvement Study****Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$103,738	\$16,056	\$27,324	\$17,346	\$164,464
Other Direct Costs	\$2,055	\$14	\$0	\$100	\$2,169
Contracted Services	\$696,757	\$220,584	\$300,601	\$75,000	\$1,292,942
<b>Total</b>	<b>\$802,550</b>	<b>\$236,654</b>	<b>\$327,925</b>	<b>\$92,446</b>	<b>\$1,459,575</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
Contribution from Local Cities or Member Agencies	\$802,550	\$236,654	\$327,925	\$92,446	\$1,459,575
<b>Total</b>	<b>\$802,550</b>	<b>\$236,654</b>	<b>\$327,925</b>	<b>\$92,446</b>	<b>\$1,459,575</b>

**Objective**

The objective of this work element is to complete the preliminary design and environmental phase of a grade separated capital improvement project at the intersection of Palomar Street and Industrial Boulevard that will improve traffic flow and safety.

Emphasis in FY 2020 will be on completing the environmental document and the project report.

**Previous Accomplishments**

In FY 2019, public outreach events were conducted with several of the local stakeholders, and the draft environmental document with supporting technical studies was produced.

**Justification**

The City of Chula Vista obtained a federal grant and has provided dedicated funding to SANDAG for the analysis of grade separations and station platforms.

**Project Manager:** Omar Atayee, Mobility Management and Project Implementation Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

**Products, Tasks, and Schedules for FY 2020**

Task No.	% of Effort	Task Description / Product / Schedule
1	75	<b>Task Description:</b> Environmental analysis with supporting technical studies will be completed <b>Product:</b> Final environmental document <b>Completion Date:</b> 9/30/2019
2	25	<b>Task Description:</b> Prepare project report summarizing findings on alignment, phasing, detour, staging, and other technical elements of the proposed project <b>Product:</b> Project report <b>Completion Date:</b> 9/30/2019

**Future Activities**

There is currently no funding to advance this project past its current phase. Future activities involve seeking funding to deliver the final design and construction.

**Work Element: 3102000 San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan**

**Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$651,334	\$1,818,845	\$2,119,998	\$3,485,822	\$8,075,999
Other Direct Costs	\$13,669	\$19,968	\$48,500	\$42,000	\$124,137
Contracted Services	\$82	\$434,842	\$712,000	\$540,000	\$1,686,924
<b>Total</b>	<b>\$665,085</b>	<b>\$2,273,655</b>	<b>\$2,880,498</b>	<b>\$4,067,822</b>	<b>\$9,887,060</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
Planning, Programming and Monitoring (PPM) Program	\$375,319	\$540,370	\$1,594,169	\$1,144,644	\$3,654,502
TDA Planning/Administration	\$49,766	\$411,353	\$64,784	\$899,881	\$1,425,784
FTA (5307) Transit Planning	\$240,000	\$1,022,024	\$1,025,000	\$1,530,324	\$3,817,348
TransNet Administration (1%)	\$0	\$299,908	\$196,545	\$383,981	\$880,434
FTA (5303) MPO Planning	\$0	\$0	\$0	\$108,992	\$108,992
<b>Total</b>	<b>\$665,085</b>	<b>\$2,273,655</b>	<b>\$2,880,498</b>	<b>\$4,067,822</b>	<b>\$9,887,060</b>

## Objective

The objective of this work element is dual purpose: (1) develop a regional transportation vision to serve as the foundation for the development of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) with collaboration from the Board, stakeholders, and the community; and (2) prepare the draft San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP), including finalizing the Regional Housing Needs Assessment (RHNA), and adopting the 2020 Federal RTP while ensuring that it meets the necessary federal requirements.

Emphasis in FY 2020 will be on developing the network framework and draft policies to support the regional transportation vision, including the updating of planning tools, data, and modeling to support the 2021 Regional Plan development, and to start the evaluation of the draft transportation network. Concurrently, FY 2020 emphasis will include completing the 2020 Federal RTP including its transportation network, and air quality conformity and social equity analyses, while ensuring compliance with federal metropolitan planning requirements and continuing public outreach. Board adoption of the 2020 Federal RTP and the U.S. Department of Transportation air quality conformity finding is anticipated in 2020, within the 12-month conformity grace period for the current 2015 Regional Plan.

## Previous Accomplishments

In FY 2017, development of the 2019 Regional Transportation Plan (2019 Regional Plan) was initiated. Milestones completed in FY 2017 include the work program and schedule; and updates to the Public Involvement Plan (PIP) for the 2019 Regional Plan. In FY 2018, the 2019 Regional Plan's vision and goals were refined; white papers were completed on the topics of Emerging Transportation Technologies, Public Health, Climate Change, and Economic Prosperity; the unconstrained transportation network and project rankings were accepted by the Board of Directors; network performance measures adopted; and revenue assumptions developed. In FY 2019, the transportation networks were developed as concepts in conjunction with comprehensive public outreach effort. With the transition of the planning effort to the 2021 Regional Plan, the above efforts will be considered in the development of the 2021 Regional Plan. In late FY 2019, the SANDAG Vision Lab opened as a collaborative space for stakeholders and planners to discuss development of the new vision for the region's future transportation system. Additionally, updated cost estimates and revenue assumptions will be incorporated into the preparation of the 2020 Federal RTP.

## Justification

This project is required to meet state and federal laws and regulations governing the creation and adoption of a Regional Transportation Plan, including requirements from California Senate Bill 375 (Steinberg, 2008) (SB 375), and RHNA. The 2020 Federal RTP will serve to meet federal requirements for the San Diego region and will address the Metropolitan Transportation Planning Final Rule, including new planning factors related to resiliency and reliability of the transportation system. The development of the 2021 Regional Plan, starting with the development of the regional transportation vision, is required to meet state laws regarding the development of Regional Comprehensive Plans described in Assembly Bill 361 (Kehoe, 2003) and to develop a Sustainable Communities Strategy per SB 375. Assembly Bill 805 (Gonzalez, 2017) provisions related to the 2021 Regional Plan will be incorporated.

**Project Manager:** Philip Trom, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee  
Transportation Committee

**Working Group(s):** Active Transportation Working Group  
Cities/County Transportation Advisory Committee  
Committee on Binational Regional Opportunities  
Environmental Mitigation Program Working Group  
Freight Stakeholders Working Group  
Independent Taxpayer Oversight Committee  
Interagency Technical Working Group on Tribal Transportation Issues  
Regional Energy Working Group  
Regional Planning Technical Working Group  
San Diego Region Conformity Working Group  
San Diego Regional Military Working Group  
San Diego Traffic Engineers' Council  
Social Services Transportation Advisory Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Develop new 2021 regional vision, including network framework and draft policies <b>Product:</b> Network Framework and Draft Policies <b>Completion Date:</b> 11/30/2019
2	15	<b>Task Description:</b> Prepare Draft 2020 Federal RTP, System Performance Report, and social equity analysis <b>Product:</b> Draft 2020 Federal RTP <b>Completion Date:</b> 12/31/2019
3	10	<b>Task Description:</b> Prepare Final 2020 Federal RTP, System Performance Report, and social equity analysis <b>Product:</b> Final 2020 Federal RTP <b>Completion Date:</b> 5/31/2020
4	25	<b>Task Description:</b> Update tools, data and models to evaluate the land use and transportation network; continue to prepare Draft Environmental Impact Report (EIR) for 2021 Regional Plan <b>Product:</b> Updated tools, data, and models <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Develop performance measures, performance targets, and begin the evaluation of the transportation and land use network <b>Product:</b> Performance measures, targets, and other related performance data <b>Completion Date:</b> 6/30/2020
6	15	<b>Task Description:</b> Continue public outreach and involvement <b>Product:</b> Implementation of PIP strategies: public outreach events, website updates, social media engagement, focus groups, digital interactive activities, educational materials, and other public participation tools. <b>Completion Date:</b> 6/30/2020

**Future Activities**

Future activities in FY 2021 for the 2021 Regional Plan will include the evaluation of the transportation network, selection of the preferred network, air quality analysis, Draft 2021 Regional Plan and Draft EIR, and adoption of Final 2021 Regional Plan and Final EIR.

**Work Element: 3102004 NEW – Regional Plan Outreach****Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$29,392
Other Direct Costs	\$0	\$0	\$559,734
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$589,126</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
SB1 Sustainable Communities Grant	\$0	\$0	\$521,553
TDA Planning/Administration	\$0	\$0	\$67,573
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$589,126</b>

*Note: FY 2019/2020 California Senate Bill 1 (SB 1) (Beall, 2017) Formula funds*

**Objective**

The objective of this work element is to continue the implementation of the Public Involvement Program (PIP) for the development of both San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and for the initial stages of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). The current Regional Plan Public Involvement Plan is available at: [sandag.org/uploads/publicationid/publicationid\\_4600\\_25893.pdf](http://sandag.org/uploads/publicationid/publicationid_4600_25893.pdf)

Emphasis in FY 2020 will be on conducting outreach activities for both of these efforts. A key part of this implementation work included coordination with community-based organizations (CBOs) in the development of the 2020 Federal RTP and 2021 Regional Plan. Currently, the 12 CBO partners facilitate meaningful involvement with low-income, minority, disabled, and senior populations, those in limited English proficiency, and other traditionally underrepresented communities and provide education about why San Diego Forward is important to them, and collect feedback that will be used to inform both the 2020 Federal RTP and the 2021 Regional Plan. Their activities include coordinating workshops and regular meetings in various formats that are culturally appropriate, surveying their stakeholders, and providing input in the development of educational/outreach material in multiple formats to SANDAG staff. Projected FY 2020 outreach activities include the development of materials for, and the conducting of open house events, workshops, pop up events, digital engagement tools, stakeholder meetings, focus groups, round table discussions, and participation in community events. These proactive efforts will involve communities and members of the public that have traditionally not participated in public planning efforts via the CBO effort. Outreach also will include discussions with major employers and their employees, partner agencies, local colleges, universities and the region's youth. Through this effort, SANDAG will gain meaningful input from a broad range of individuals, organizations, agencies, and local governments throughout the Regional Plan development and decision-making process.

**Previous Accomplishments**

In FY 2018, outreach for San Diego Forward: The 2019 Regional Plan (2019 Regional Plan) was initiated. Milestones completed in FY 2018 include outreach for the development of performance measures to evaluate transportation network scenarios, selection of 13 community-based organizations (CBOs) to assist with public engagement of hard to reach populations, creation of the 2019 Regional Plan CBOs Working Group to provide input from a social equity perspective on key components of the plan, and open houses to seek input on the development of transportation network themes. In FY 2019, outreach was focused around the development of draft transportation network concepts. During FY 2019, this work was completed under Work Element Project No. 3102002 2019 Regional Plan Public Outreach and Communications, but had to be given a new project number for FY 2020 due to specific funding guidelines related to Senate Bill 1 (Beall, 2017). The CBO partners are geographically spread around the region representing low income, communities of color in the most vulnerable areas identified by CalEnviroScreen: Alliance for Regional Solutions; Bayside Community Center; Casa Familiar; City Heights CDC; Chula Vista Community Collaborative; El Cajon Collaborative; National Latino Research Center; Nile Sisters Development Initiative; Olivewood Gardens; Samahan Health Centers; Urban Collaborative Project; and Vista Community Clinic. During FY 2018/2019 one CBO was not able to continue with their efforts who represented the Barrio Logan area. SANDAG is currently in the process of identifying a new organization that can liaison with this community.

## Justification

This project is required to meet federal and state laws and regulations governing public outreach for the Regional Transportation Plan (RTP), including requirements from California Senate Bill 375 (Steinberg, 2008), and Title VI. The 2021 Regional Plan will serve as the RTP for the San Diego region and is required to meet state law regarding the development of Regional Comprehensive Plans described in Assembly Bill 361 (Kehoe, 2003). Assembly Bill 805 (Gonzalez, 2017) provisions related to the 2021 Regional Plan will be incorporated.

**Project Manager:** Philip Trom, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee, Regional Planning Committee

**Working Group(s):** Community-Based Organizations Working Group  
Cities/County Transportation Advisory Committee  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	60	<b>Task Description:</b> Implement PIP strategies (Work Element Project No. 3102000 - Task 6) <b>Product:</b> Public outreach events, website updates, social media engagement, focus groups, digital interactive activities, educational materials, and other public participation tools <b>Completion Date:</b> 6/30/2020
2	40	<b>Task Description:</b> Coordinate community-based organizations (CBOs) to assist with public engagement of hard to reach populations. The 12 CBO's that were selected to assist with public engagement of hard to reach populations will conduct approximately 4 events each for a total of 48 events (Work Element Project No. 3102000 - Task 6) <b>Product:</b> CBO Working Group/Outreach team <b>Completion Date:</b> 6/30/2020

## Future Activities

Future activities include outreach for the 2021 Regional Plan regarding the evaluation of the transportation network, selection of the preferred network, air quality analysis, Draft 2021 Regional Plan and Draft Environmental Impact Report (EIR), and adoption of Final 2021 Regional Plan and Final EIR.

**Work Element:** 3102200 NCTD Comprehensive Operations Analysis  
**Area of Emphasis:** Regional Planning

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$1,000	\$3,049	\$1,951	\$6,000
Pass-Through to Other Agencies	\$0	\$0	\$50,000	\$137,900	\$131,100	\$319,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,000</b>	<b>\$140,949</b>	<b>\$133,051</b>	<b>\$325,000</b>
In-kind Match	\$0	\$0	\$10,200	\$28,190	\$26,610	\$65,000
<b>Total Project Cost</b>						<b>\$390,000</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
FTA 5304 Strategic Partnerships Transit	\$0	\$0	\$51,000	\$140,949	\$133,051	\$325,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,000</b>	<b>\$140,949</b>	<b>\$133,051</b>	<b>\$325,000</b>
In-kind Match	\$0	\$0	\$10,200	\$28,190	\$26,610	\$65,000
<b>Total Project Cost</b>						<b>\$390,000</b>

*Note: In-kind match of \$65,000 is being provided by the North County Transit District.*

### Objective

The objective of this work element is to fund the preparation of a Comprehensive Operations Analysis (COA) for North County Transit District (NCTD) – an in-depth study designed to identify strengths, areas for improvements, and provide suggestions to improve efficiency and increase usage. The NCTD COA will result in “street-ready” service recommendations that optimize the integration of bus and rail services operated by NCTD that will guide service plans for the next ten years.

Emphasis in FY 2020 will be on public outreach, developing network alternatives, and a financial plan for the preferred alternative scenario.

### Previous Accomplishments

In FY 2018, the project team hosted a grant kick-off meeting and selected a consultant.

### Justification

This study is being prepared in response to NCTD's recent ridership experience, which is consistent with national trends of declining ridership. The goal in optimizing the rail and bus network will be to increase ridership and improve productivity measures. SANDAG received a Caltrans Planning Grant for this study.

**Project Manager:** April Petonak, Land Use / Transportation Planning Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Regional Short-Range Transit Planning Task Force

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Review of existing studies, plans, and data <b>Product:</b> Technical memorandum summarizing existing studies, plans, and data, that synthesizes pertinent data related to NCTD's transit program, and highlights key insights <b>Completion Date:</b> 8/31/2019
2	50	<b>Task Description:</b> Develop network alternatives <b>Product:</b> Technical memorandum presenting transit network recommendations and associated impacts <b>Completion Date:</b> 4/30/2020
3	5	<b>Task Description:</b> Develop an Implementation and Financial Plan <b>Product:</b> Implementation Plan detailing recommended phasing for preferred network alternative scenario and Ten-Year Financial Plan detailing cost estimates and funding sources <b>Completion Date:</b> 5/31/2020
4	5	<b>Task Description:</b> Project Management <b>Product:</b> Kick-off meeting notes, request for proposals and executed consultant contract, Technical Advisory Committee, and Inventory of relevant plans and data. Invoices and quarterly reports. <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Public and Stakeholder Outreach – Outreach will occur in four phases throughout the project: align with NCTD Land Use Transit Integration Study, informational gathering, presenting the draft plan, and presenting final service plan <b>Product:</b> Public workshops and open houses, and NCTD Board member participation <b>Completion Date:</b> 6/30/2020

### Future Activities

Development of the final Plan is anticipated for fall 2020.



**Work Element:** 3102300 The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities

**Area of Emphasis:** Regional Planning

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$105,731	\$60,769	\$166,500
Contracted Services	\$0	\$0	\$129,391	\$695,609	\$825,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$235,122</b>	<b>\$756,378</b>	<b>\$991,500</b>
In-kind Match	\$0	\$0	\$19,816	\$63,747	\$83,563
<b>Total Project Cost</b>					<b>\$1,075,063</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SB1 Sustainable Communities Grant	\$0	\$0	\$216,507	\$696,493	\$913,000
California State DMV Vehicle Registration Fee	\$0	\$0	\$18,615	\$59,885	\$78,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$235,122</b>	<b>\$756,378</b>	<b>\$991,500</b>
In-kind Match	\$0	\$0	\$19,816	\$63,747	\$83,563
<b>Total Project Cost</b>					<b>\$1,075,063</b>

*Note: In-kind match of \$83,563 will be provided by SCAG and MTC.*

## Objective

The objective of this work element is to better understand the transportation, environmental, and social equity impacts of ride-hailing services, such as Lyft and Uber. This grant-funded statewide effort will build on the work established by California's four largest Metropolitan Planning Organizations (MPOs) under the Future Mobility Research Program. SANDAG, the Metropolitan Transportation Commission (MTC), and Southern California Association of Governments (SCAG) are jointly collecting and analyzing ride-hailing data in the San Diego, Los Angeles, and San Francisco Bay Area regions.

Emphasis in FY 2020 will be on conducting survey post-processing and ride-hailing impact analyses.

## Previous Accomplishments

In FY 2019, a sampling design and recruitment strategy was developed, the survey methodology and instrument was refined, a survey pilot was conducted and survey data were collected from ride-hailing passengers and drivers.

## Justification

This study will enable the project partners to incorporate ride-hailing travel behavior into regional modeling tools, helping MPOs to better forecast the impacts of ride-hailing services. SANDAG, MTC, and SCAG will in turn be able to use this data to inform long-range transportation and land-use planning, investment decisions, and policies that will align these services with regional goals.

**Project Manager:** Danielle Kochman, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
 Regional Planning Technical Working Group  
 San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Conduct survey post-processing; develop data files and a data dictionary <b>Product:</b> Data files and a data dictionary <b>Completion Date:</b> 12/31/2019
2	5	<b>Task Description:</b> Project and Grant Management <b>Product:</b> Quarterly progress reports <b>Completion Date:</b> 6/30/2020
3	55	<b>Task Description:</b> Conduct ride-hailing impact analyses that evaluate social equity, safety, vehicle miles traveled, and greenhouse gas impacts; develop recommendations for how ride-hailing data may be used to help inform regional planning, future infrastructure investments and other mobility, safety and social equity considerations <b>Product:</b> Ride-hailing Impact Analyses and Final Findings Report <b>Completion Date:</b> 6/30/2020

### Future Activities

This work effort is scheduled to be completed in FY 2020.

**Work Element: 3200100 Regional Habitat Conservation Planning**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$144,487	\$107,911	\$130,818
Other Direct Costs	\$444	\$4,700	\$4,700
<b>Total</b>	<b>\$144,931</b>	<b>\$112,611</b>	<b>\$135,518</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Administration (1%)	\$86,471	\$56,305	\$67,060
TDA Planning/Administration	\$58,460	\$56,306	\$68,458
<b>Total</b>	<b>\$144,931</b>	<b>\$112,611</b>	<b>\$135,518</b>

### Objective

The objectives of this work element are to conduct advance planning and implementation of the region's habitat preservation system by assisting in the development and implementation of the regional habitat conservation plans; strategically apply *TransNet* Environmental Mitigation Program (EMP) funding to assist regional open space acquisitions, management, and monitoring efforts; and pursue funding through state and/or regional sources to assist with the current and pending regional habitat conservation planning programs.

Emphasis in FY 2020 will be on implementing the goals and objectives identified in the regional management and monitoring strategy to further regional conservation goals; and collaborating on regional conservation issues and priorities.

### Previous Accomplishments

Completion of the Final Environmental Impact Report for Buena Vista Lagoon; approval of the renewed Memorandum of Agreement (MOA) with the resource agencies for implementation of the EMP and regional conservation goals; completion of a two-year regional management and monitoring work plan; and continuation of the inter-regional partnership with Orange and Riverside Counties to develop best management practices to implement habitat conservation programs.

### Justification

Promoting an integrated collaborative effort for the conservation of habitat and the cost-effective management of the land once conserved is consistent with the SANDAG strategic goal to "Implement the visions of San Diego Forward: The Regional Plan and the *TransNet* Ordinance with the goal of optimizing the efficient movement of people and goods, contributing to a healthy and sustainable region, promoting public safety, increasing housing choices, supporting a vibrant economy, and helping to protect and improve the quality of life for everyone in the region."

**Project Manager:** Kim Smith, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Environmental Mitigation Program Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<p><b>Task Description:</b> Partner with an outside entity to research, identify and recommend key habitat conservation metrics or indices that could be measured and tracked over time and include these measures into a performance-based status report that could be easily understood by the public and decision makers</p> <p><b>Product:</b> Draft report of recommendations on an approach to understand the status and trend of the overall health of the preserve against the baselines established in regional conservation plans and formalize a system to communicate complex performance results to the public</p> <p><b>Completion Date:</b> 12/31/2019</p>
2	15	<p><b>Task Description:</b> Determine established methodology and protocols for regional vegetation monitoring by working with the San Diego Management and Monitoring Program (SDMMP) and U.S. Geological Survey</p> <p><b>Product:</b> Established methodology and field protocols for regional vegetation monitoring</p> <p><b>Completion Date:</b> 3/31/2020</p>
3	20	<p><b>Task Description:</b> Facilitate and oversee the SDMMP for implementation of Regional Management and Monitoring planning, including contracting, project management, organizational planning, strategic budget, and resource allocation; continue maintenance and uploading of data into the portal for public viewing of the status of regional conservation planning for habitat conservation plans</p> <p><b>Product:</b> Meeting agendas and reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	20	<p><b>Task Description:</b> Continue with inter-regional coordination, attending meetings with San Diego, Orange, and Riverside counties in the development of best management practices to implement habitat conservation programs for covered species</p> <p><b>Product:</b> Multi-regional management programs for species such as, but not limited to, the California gnatcatcher, shot hole borer beetle, mountain lion, etc.</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	15	<p><b>Task Description:</b> Conduct an assessment of regional freshwater mitigation banks, focusing on challenges and opportunities for regional projects and local streets and roads; outreach to local jurisdictions on use mitigation banks</p> <p><b>Product:</b> Plan outlining location, instrument and implementation of regional freshwater banks</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Implement the renewed MOA with the resource agencies for implementation of the EMP and regional conservation goals; implement a tri-county effort for applying the regional vegetation monitoring strategy; development of metrics for determining the current status of conserved lands in San Diego County; implement recommendations from the *TransNet* Ten-Year Look Forward Program Review; and continue to promote use of local streets and road bank.

**Work Element: 3200200 Regional Shoreline Management Planning**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$60,205	\$57,809	\$89,601
Other Direct Costs	\$4,603	\$7,900	\$5,900
Contracted Services	\$138,011	\$142,035	\$146,098
<b>Total</b>	<b>\$202,819</b>	<b>\$207,744</b>	<b>\$241,599</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Contribution from Local Cities or Member Agencies	\$138,013	\$142,035	\$146,098
SANDAG Member Assessments	\$64,806	\$65,709	\$95,501
<b>Total</b>	<b>\$202,819</b>	<b>\$207,744</b>	<b>\$241,599</b>

### Objective

The objectives of this work element are to facilitate the implementation of beach restoration and sea-level rise adaptation activities, continue the Regional Shoreline Monitoring Program, and facilitate the Shoreline Preservation Working Group.

Emphasis in FY 2020 will be on monitoring the results of the 2012 Regional Beach Sand Project (RBSP) through continuation of the Regional Shoreline Monitoring Program, coordinating with local coastal jurisdictions on their coastal resiliency planning work, and planning a feasibility study for a future regional beach sand nourishment project.

### Previous Accomplishments

In 2009, SANDAG adopted the Coastal Regional Sediment Management Plan (CRSMP) for the San Diego region, which provides data and information on the region's long-term beach nourishment needs. It builds upon the existing guidance and policy document, the Shoreline Preservation Strategy, adopted in 1993. The Shoreline Management Program seeks to implement the CRSMP through ongoing beach nourishment and monitoring efforts. In 2001 and 2012, SANDAG completed two regional beach nourishment projects, known as RBSP I and RBSP II. In addition, SANDAG has carried out a shoreline monitoring program since 1996. SANDAG continues to coordinate the efforts of the Shoreline Preservation Working Group and has been actively involved with the San Diego Regional Climate Collaborative's Sea-Level Rise Working Group since 2014.

### Justification

The Regional Shoreline Monitoring Program is guided by the SANDAG approved Shoreline Preservation Strategy, Coastal Regional Sediment Management Plan, and Sand Retention Strategy. Shoreline preservation and restoration leads to healthy beaches, which provide necessary habitat, recreation, and economic prosperity, in support of an overall healthy environment. In addition, healthy beaches act as buffer to protect coastal infrastructure from high tides, strong storms, and sea-level rise.

**Project Manager:** Sarah Pierce, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Shoreline Preservation Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Coordinate the efforts of the Shoreline Preservation Working Group <b>Product:</b> Quarterly agenda materials <b>Completion Date:</b> 6/30/2020
2	15	<b>Task Description:</b> Continue to attend Climate Collaborative Sea Level Rise Working Group meetings and coordinate with local jurisdictions on sea level rise and erosion control strategies outlined in the SANDAG shoreline policy documents <b>Product:</b> Meeting notes, handouts, and Climate Collaborative newsletter <b>Completion Date:</b> 6/30/2020
3	15	<b>Task Description:</b> Continue to conduct monthly beach photo monitoring to track coastal changes over time <b>Product:</b> Monthly photo documentation <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Continue to manage the Regional Shoreline Monitoring Program through contractual services <b>Product:</b> Annual report and analysis presented to the Shoreline Preservation Working Group and provided to jurisdictions <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Participate as a member of the California Shore and Beach Preservation Association, American Shore and Beach Preservation Association, and California Coastal Coalition <b>Product:</b> Annual conference materials and handouts, meeting notes, and newsletters <b>Completion Date:</b> 6/30/2020

### Future Activities

The Regional Shoreline Monitoring Program will continue to monitor the location and volume of sand along the region's beaches. This program provides valuable information to local jurisdictions that are currently working on local adaptation planning and beach restoration efforts. Staff will continue to support the work of the Shoreline Preservation Working Group and will continue to participate in the San Diego Regional Climate Collaborative's Sea-Level Rise Working Group. In addition, staff will continue to monitor the efforts of local governments as they update their Local Coastal Programs and develop sea-level rise adaptation strategies. Finally, staff will begin coordination on a feasibility study for a future regional beach sand nourishment project.

**Work Element: 3200300 Regional Energy/Climate Change Planning**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$248,889	\$286,244	\$274,461
Other Direct Costs	\$12,257	\$11,420	\$13,500
Contracted Services	\$32,422	\$165,437	\$80,000
<b>Total</b>	<b>\$293,568</b>	<b>\$463,101</b>	<b>\$367,961</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$128,557	\$216,651	\$175,000
SANDAG Member Assessments	\$116,436	\$57,646	\$23,177
TDA Planning/Administration	\$48,575	\$188,804	\$169,784
<b>Total</b>	<b>\$293,568</b>	<b>\$463,101</b>	<b>\$367,961</b>

### Objective

The objective of this work element is to implement measures identified in San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) to save energy and reduce greenhouse gas (GHG) emissions and address climate change mitigation and adaptation.

Emphasis in FY 2020 will be on supporting the development of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) related to GHG emission analysis; completing the regional electric vehicle (EV) charger incentive program; developing regional inventories and climate action plans (CAPs); supporting member agencies CAP and Energy Roadmap efforts; and completing climate and energy strategies.

### Previous Accomplishments

This work element has leveraged grant funding and outside funding to complete regional and jurisdictional level work on GHG emission inventories, climate and energy strategies and energy efficiencies through the Energy Roadmap project. Key accomplishments in FY 2019 include development of the award winning Regional Climate Action Planning Framework; creation of the Climate Change White Paper for the Regional Transportation Plan; completion or initiation of six CAPs for our member agencies; completion or initiation of six Energy Roadmaps for our member agencies; completion of an EV Charger needs assessment tool; development of a GHG off-model calculator; completion of phase 1 (existing practices) for the regional EV charger incentive program; and obtaining new grant funds.

### Justification

The objective of supporting the preparation, implementation, and monitoring of local and regional CAPs furthers the SANDAG strategic goal to "Implement the visions of San Diego Forward: The Regional Plan and the *TransNet* Ordinance with the goal of optimizing the efficient movement of people and goods, contributing to a healthy and sustainable region, promoting public safety, increasing housing choices, supporting a vibrant economy, and helping to protect and improve the quality of life for everyone in the region."

**Project Manager:** Keith Greer, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Regional Energy Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<p><b>Task Description:</b> Provide technical assistance, data, and consultant services to help local jurisdictions prepare, implement, and monitor CAPs related primarily to transportation, renewable energy, and adaptation</p> <p><b>Product:</b> Components of four CAPs and related documents – such as implementation plans, monitoring reports, GHG inventories and projections – that address transportation, renewable energy, and climate adaptation</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	25	<p><b>Task Description:</b> Provide technical assistance, data, and consultant services to help local jurisdictions prepare, and implement energy roadmaps to promote energy efficiency</p> <p><b>Product:</b> Completion of four Energy Roadmap and related technical documents – such as implementation plans, monitoring reports, GHG inventories and projections – that address energy efficiency for municipal building and operations</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	25	<p><b>Task Description:</b> Support regional climate change reduction efforts such as GHG inventories, development of a regional data portal, regional climate and energy sustainability strategies, and zero emission vehicle/infrastructure planning</p> <p><b>Product:</b> Completion of GHG inventories and analysis to be utilized in the Environmental Impact Report for the 2021 Regional Plan., completion of regional energy-climate strategy study, completion of sea level rise adaption study, and development of EV charging incentive program</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	15	<p><b>Task Description:</b> Support implementation of local and regional climate and energy goals through membership and participation in various regional and state groups addressing energy and climate issues, including but not limited to the San Diego Regional Climate Collaborative, San Diego Regional Clean Cities Coalition, and Local Government Sustainable Energy Coalition</p> <p><b>Product:</b> Presentations, meeting agendas, and materials on energy and climate issues that support implementation of local and regional goals</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	5	<p><b>Task Description:</b> Support the Energy Working Group – The focus will be on implementation of energy and climate change aspects of the 2015 Regional Plan and discussion of regionally-significant energy and climate change issues</p> <p><b>Product:</b> Bimonthly meeting agendas and presentations</p> <p><b>Completion Date:</b> 6/30/2020</p>
6	5	<p><b>Task Description:</b> Monitor and, where appropriate, comment on, state legislation, plans, programs, regulations, rulemakings, and proceedings, related to implementation of local and regional climate and energy goals; these include but are not limited to the activities of the following state entities: California Legislature, Air Resources Board, Energy Commission, Public Utilities Commission, Caltrans, California Transportation Commission, and Office of Planning and Research</p> <p><b>Product:</b> Monitoring reports and comment letters</p> <p><b>Completion Date:</b> 6/30/2020</p>

## Future Activities

Future anticipated work products would build off work completed in FY 2020 and include implementation of the Regional Plan/Sustainable Communities Strategy through monitoring and reporting on regional GHG trends; developing and providing tools to the region on GHG emissions on a regional and local jurisdiction basis; development of regional climate change adaption strategies, such as sea level rise guidance and wildfire risk reduction; promotion of an EV charging incentive program; implementation of clean transportation corridors infrastructure; and support member agencies with CAPS and energy efficiency strategies.



**Work Element: 3201100 Energy Roadmap Program Continuation: SDG&E**  
**Area of Emphasis: Regional Planning**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	<b>FY 2020 Budget</b>	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$517,677	\$508,279	\$501,680	\$606,720	\$158,000	\$2,292,356
Other Direct Costs	\$14,040	\$8,786	\$9,000	\$14,000	\$0	\$45,826
Contracted Services	\$209,969	\$508,187	\$600,000	\$750,000	\$0	\$2,068,156
<b>Total</b>	<b>\$741,686</b>	<b>\$1,025,252</b>	<b>\$1,110,680</b>	<b>\$1,370,720</b>	<b>\$158,000</b>	<b>\$4,406,338</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	<b>FY 2020</b>	FY 2021	Total
San Diego Gas & Electric	\$741,686	\$1,025,252	\$1,110,680	\$1,370,720	\$158,000	\$4,406,338
<b>Total</b>	<b>\$741,686</b>	<b>\$1,025,252</b>	<b>\$1,110,680</b>	<b>\$1,370,720</b>	<b>\$158,000</b>	<b>\$4,406,338</b>

### Objective

The objective of this grant-funded work element is to continue the Energy Roadmap Program.

Emphasis in FY 2020 will be on supporting local and regional planning, implementation, and monitoring activities related to climate action planning with a major emphasis on working with local jurisdictions to achieve energy savings and greenhouse gas (GHG) emissions reductions through energy efficiency.

### Previous Accomplishments

Previous accomplishments include providing technical and consultant services to help member agencies achieve energy and cost savings through energy efficiency, including opportunities at the SANDAG Toll Operations Center; helping member agencies prepare, adopt, implement, and monitor climate action plans; convening of subregional energy action collaboratives comprised of member agency staff to facilitate regional coordination and information sharing on issues related to saving energy through energy efficiency and climate action; and participating on regional peer-to-peer collaborative to further coordination and resources.

### Justification

By supporting local and regional efforts to address climate change and saving energy through energy efficiency, this work element supports the SANDAG strategic goal to “Implement the visions of San Diego Forward: The Regional Plan and the *TransNet* Ordinance with the goal of optimizing the efficient movement of people and goods, contributing to a healthy and sustainable region, promoting public safety, increasing housing choices, supporting a vibrant economy, and helping to protect and improve the quality of life for everyone in the region.”

**Project Manager:** Anna Lowe, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee

**Working Group(s):** Regional Energy Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	45	<p><b>Task Description:</b> Provide staff support and climate action planning consultant services to help member agencies prepare, implement, and monitor climate action plans</p> <p><b>Product:</b> Adopted climate action plans; local and regional GHG inventories and forecasts; local and regional climate action monitoring reports; local climate action implementation plans; project-level climate action plan consistency checklists; benefit-cost analysis reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	30	<p><b>Task Description:</b> Provide staff support and energy engineering consultant services to help member agencies reduce energy use, lower utility bills, and reduce GHG emissions from their buildings, facilities, and overall operations</p> <p><b>Product:</b> Energy assessment reports identifying municipal building and facility energy performance and opportunities to reduce energy use, lower utility bills, and reduce GHG emissions; financing, rebate, and incentive applications to implement energy-saving projects; monitoring reports on municipal energy savings and utility energy program participation achieved through SANDAG programs</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Promote energy savings by integrating energy efficiency measures and behaviors into SANDAG agency operations, plans, and capital projects, such as a green operations manual update, capital project design, creating an internal "green team," wellness fairs, lunch and learn, internal employee messaging, and updating the agency's existing energy and climate strategies</p> <p><b>Product:</b> Green operations manual implementation; design checklist for capital projects; Yammer/intranet posts; booth at SANDAG Wellness Fairs; lunch and learn agenda; Green Team agendas</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	10	<p><b>Task Description:</b> Provide additional support for implementation of local and regional climate and energy goals through staff participation in and financial support for collaborative regional programs and partnerships, including the four subregional energy action collaboratives, the San Diego Regional Energy Partnership (SDREP), the San Diego Regional Climate Collaborative (SDRCC), and the San Diego Gas &amp; Electric (SDG&amp;E) Emerging Cities Program (ECP)</p> <p><b>Product:</b> Meeting agendas and presentations for the four subregional energy action collaboratives; SDRCC scope of work and deliverables and meeting agendas and presentations; SDREP scopes of work, deliverables, meeting agendas and presentations; SANDAG-SDG&amp;E meeting agendas for Energy Roadmap-ECP Program coordination; agendas for meetings with member agencies on ECP offerings</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

The funding for this work element ends on December 31, 2020. Staff will continue to explore other program opportunities and funding sources to maintain the current level of service provided through the SANDAG Energy Roadmap Program, meeting the needs of our member agencies, and expanding or modifying program components to evolve with the region's changing needs.

**Work Element: 3201200 Advancing Climate Action Plans with Data-Driven Transportation Strategies**  
**Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$5,534	\$63,252	\$81,214	\$150,000
Contracted Services	\$0	\$2,345	\$182,400	\$165,255	\$350,000
<b>Total</b>	<b>\$0</b>	<b>\$7,879</b>	<b>\$245,652</b>	<b>\$246,469</b>	<b>\$500,000</b>
In-kind Match	\$0	\$1,576	\$49,130	\$49,294	\$100,000
<b>Total Project Cost</b>					<b>\$600,000</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
FTA 5304 Sustainable Communities	\$0	\$7,879	\$245,652	\$246,469	\$500,000
<b>Total</b>	<b>\$0</b>	<b>\$7,879</b>	<b>\$245,652</b>	<b>\$246,469</b>	<b>\$500,000</b>
In-kind Match	\$0	\$1,576	\$49,130	\$49,294	\$100,000
<b>Total Project Cost</b>					<b>\$600,000</b>

*Note: Matching funds of \$100,000 are programmed in Work Element Project No. 3201100 Energy Roadmap Continuation: SDG&E*

### Objective

The objective of this grant-funded work element is to support greenhouse gas (GHG) emissions reduction goals in the transportation sector; enable regionally consistent planning, monitoring, and reporting of transportation strategies in local climate action plans (CAPs); create an interactive web-based portal with best available transportation, energy, and other regional and local climate planning data; and complement the Energy Roadmap Program offerings with expanded transportation and climate action related services for member agencies.

Emphasis in FY 2020 will be on developing, beta testing, and launching the web-based data portal; providing training and technical assistance; and collecting data and preparing for GHG inventories and monitoring reports for local jurisdictions.

### Previous Accomplishments

In FY 2018, the University of San Diego Energy Policy Initiatives Center began work as a subcontractor on the project. In FY 2019, solicitation for the procurement for the development of the data portal was developed and work has begun with anticipated completion of draft portal by end of FY 2019.

### Justification

In the region, nearly all jurisdictions have adopted or are developing CAPs that identify community-wide strategies to reduce GHG emissions. Recognizing that transportation is the largest source of emissions, local CAPs identify a variety of strategies to reduce vehicle miles traveled (VMT) and increase use of zero-emission vehicles and alternative fuels. Monitoring CAP implementation and demonstrating quantified GHG reductions requires robust data at the local level, and this project provides a valuable resource to make transportation data more accessible to local jurisdictions in support of their CAPs.

**Project Manager:** Allison Wood, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Regional Energy Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	5	<b>Task Description:</b> Provide project management, administration and coordination; and produce invoices and quarterly reports <b>Product:</b> Meeting summaries; monthly meeting notes; invoice packages; and quarterly reports <b>Completion Date:</b> 6/30/2020
2	25	<b>Task Description:</b> Provide assistance with climate action planning including transportation GHG calculations, quantitative analysis of GHG reduction measures, policy development, implementation, and monitoring and evaluation <b>Product:</b> Completion of 19 GHG inventory updates; up to 19 GHG reduction measure reports; and 19 monitoring report updates <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Communication, training, and technical assistance; presentations to key stakeholder groups; provide local government trainings; offer on-demand technical assistance with data portal <b>Product:</b> Presentations; training materials; webinar; and consultation report <b>Completion Date:</b> 6/30/2020
4	50	<b>Task Description:</b> Climate action data portal development; web interface design and development; VMT and emissions visualization; code development; and quality assurance <b>Product:</b> Full web design comprehensive layout; VMT mapping module; data portal initial version; Beta-testing; and data portal launch <b>Completion Date:</b> 6/30/2020

### Future Activities

It is anticipated that this project will be completed in FY 2020.

**Work Element: 3201300 San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program**  
**Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$37,823	\$132,132	\$149,869	\$319,824
Other Direct Costs	\$0	\$8	\$2,616	\$7,467	\$10,091
Contracted Services	\$0	\$4,477	\$178,263	\$165,081	\$347,821
<b>Total</b>	<b>\$0</b>	<b>\$42,308</b>	<b>\$313,011</b>	<b>\$322,417</b>	<b>\$677,736</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SB1 Sustainable Communities Grant	\$0	\$37,455	\$277,109	\$285,436	\$600,000
TDA Planning/Administration	\$0	\$4,853	\$35,902	\$36,981	\$77,736
<b>Total</b>	<b>\$0</b>	<b>\$42,308</b>	<b>\$313,011</b>	<b>\$322,417</b>	<b>\$677,736</b>

*Note: FY 2017-2018 California Senate Bill 1 (Beall, 2017) Formula funds*

### Objective

The objective of this grant-funded work element is to develop a new incentive program for the purchase and installation of public and workplace electric vehicle (EV) chargers.

Emphasis in FY 2020 will be on completing the incentive program design; streamlining efforts with other planned state and regional incentives; and developing resources for program participants in preparation for program launch in FY 2021.

### Previous Accomplishments

Research reports on existing incentive programs and zero emission vehicle and infrastructure policies were completed in FY 2019. Coordination meetings have been held with San Diego Gas & Electric, Electrify America, EVgo, the California Energy Commission, local governments, public agencies and other stakeholders. A framework for the incentive program was developed.

### Justification

San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) and Sustainable Communities Strategy included measures in support of EVs and promoting a network of publicly accessible EV charging infrastructure throughout the region. The 2015 Regional Plan's Environmental Impact Report, Greenhouse Gas Mitigation Measure 4C states that SANDAG will allocate funding for charging infrastructure and that a regional incentive program will be established in 2020 to promote and increase publicly accessible EV charging infrastructure. Work completed under this grant will be used to develop the EV Charging Program (EVCP) and support future Regional Plans.

**Project Manager:** Susan Freedman, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee

**Working Group(s):** Regional Energy Working Group  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<b>Task Description:</b> Complete design of charger incentive program in collaboration with state and regional agency partners <b>Product:</b> Program implementation report; Interagency agreements with project partners; staffing plan and budget for post-grant project tasks <b>Completion Date:</b> 2/28/2020
2	45	<b>Task Description:</b> Project implementation tools and resources <b>Product:</b> Program participation guidelines and eligibility criteria; Frequently Asked Questions sheet; list of eligible technologies and incentives; outreach and education brief; staff reports and presentations <b>Completion Date:</b> 2/28/2020
3	5	<b>Task Description:</b> Ongoing project administration <b>Product:</b> Quarterly and final reports and invoices, monthly project meetings <b>Completion Date:</b> 4/28/2020

### Future Activities

The Caltrans SB1 planning grant to develop the EVCP will end in February 2020, but the EVCP is planned to launch in FY 2021 (July 2020) using federal Congestion Mitigation and Air Quality Improvement funding or other funds. In future years, the EVCP will be regularly assessed and updated through the Regional Plan development process.

**Work Element:** 3201400 Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure  
**Area of Emphasis:** Regional Planning

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$3,151	\$12,040	\$8,130	\$23,321
Contracted Services	\$0	\$12,276	\$108,375	\$59,349	\$180,000
<b>Total</b>	<b>\$0</b>	<b>\$15,427</b>	<b>\$120,415</b>	<b>\$67,479</b>	<b>\$203,321</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SB1 Adaptation Planning Grant	\$0	\$13,658	\$106,603	\$59,739	\$180,000
SANDAG Member Assessments	\$0	\$1,769	\$13,812	\$7,740	\$23,321
<b>Total</b>	<b>\$0</b>	<b>\$15,427</b>	<b>\$120,415</b>	<b>\$67,479</b>	<b>\$203,321</b>

### Objective

The objective of this grant-funded work element is to collaborate with local jurisdictions and stakeholders to develop a Regional Sea-Level Rise Adaptation Guidance Document. This document will include an update of existing shoreline management policies, which do not address climate change impacts to transportation infrastructure; a suite of adaptation strategies and best practices for consideration by local jurisdictions; and an examination of potential sea-level rise impacts to regional transportation infrastructure in the San Diego region.

Emphasis in FY 2020 will be on making revisions to the draft Guidance Document and presenting findings to the Shoreline Preservation Working Group, Regional Planning Committee, and Board of Directors.

### Previous Accomplishments

SANDAG has prepared a number of policy and guidance documents related to shoreline management in the San Diego region including the Shoreline Preservation Strategy (1993), Sand Retention Strategy (2001), and the Coastal Regional Sediment Management Plan (2009). In addition, the Shoreline Preservation Working Group has been meeting regularly since the 1980s to discuss issues related to shoreline management.

### Justification

This is a dedicated grant-funded project that is intended to build upon local efforts to determine potential impacts to regional transportation infrastructure and develop guidance for addressing sea-level rise and climate change impacts to these facilities. This will all be compiled into a single deliverable: the Regional Sea-Level Rise Adaptation Guidance Document. A coordinated approach to adaptation is necessary to synchronize planning efforts, elevate local analysis to a regional decision-making body, and to best protect vulnerable regional infrastructure.

**Project Manager:** Sarah Pierce, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee

**Working Group(s):** Shoreline Preservation Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Host two meetings to gain feedback on the draft Regional Sea-Level Rise Adaptation Guidance Document (these meetings are tentatively scheduled for August 2019), local stakeholder groups and local jurisdictional staff will be invited to attend; feedback will be incorporated into the final version of the Regional Sea-Level Rise Adaptation Guidance Document</p> <p><b>Product:</b> Stakeholder meeting agendas and public workshop summary notes</p> <p><b>Completion Date:</b> 9/30/2019</p>
2	60	<p><b>Task Description:</b> Finalize Regional Sea-Level Rise Adaptation Guidance Document based on feedback from stakeholder meetings and SANDAG staff</p> <p><b>Product:</b> Final Regional Sea-Level Rise Adaptation Guidance Document</p> <p><b>Completion Date:</b> 12/31/2019</p>
3	20	<p><b>Task Description:</b> The Regional Sea-Level Rise Adaptation Guidance Document will be presented to the Shoreline Preservation Working Group, Regional Planning Committee, and Board of Directors and the final document will be shared electronically with relevant stakeholders and jurisdictional staff. Acceptance and online publication of Regional Sea-Level Rise Adaptation Guidance Document</p> <p><b>Product:</b> Meeting agendas, minutes, and online web link</p> <p><b>Completion Date:</b> 4/30/2020</p>
4	5	<p><b>Task Description:</b> Project management and administration; prepare invoices and progress reports</p> <p><b>Product:</b> Invoice packages and quarterly reports</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

This project is anticipated to be completed in FY 2020.



**Work Element: 3201500 Regional Energy Efficiency and Climate Change Strategies**  
**Area of Emphasis: Regional Planning**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$14,829	\$10,972	\$25,801
Other Direct Costs	\$0	\$0	\$111	\$0	\$111
Contracted Services	\$0	\$0	\$150,000	\$50,000	\$200,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$164,940</b>	<b>\$60,972</b>	<b>\$225,912</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SB1 Sustainable Communities Grant	\$0	\$0	\$146,022	\$53,978	\$200,000
TDA Planning/Administration	\$0	\$0	\$18,918	\$6,994	\$25,912
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$164,940</b>	<b>\$60,972</b>	<b>\$225,912</b>

*Note: FY 2018-2019 California Senate Bill 1 (Beall, 2017) Formula funds*

**Objective**

The objective of this work element is to support preparation of the San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and position the agency to help bring funding to the San Diego region for climate change and energy efficiency actions that support state and local climate change and energy efficiency goals.

Emphasis in FY 2020 will be on refining the draft reports identifying: (1) the existing SANDAG actions that support state and local climate change and energy efficiency goals; and (2) potential new actions SANDAG could take to further support these goals. Once complete, the two reports will be compiled into a single resource and subsequent supporting documentation and dissemination. The resource findings will be shared with SANDAG elected officials, stakeholders, and the public.

**Previous Accomplishments**

Two draft reports were prepared identifying the existing SANDAG actions that support state and local climate change and energy efficiency goals; and potential new actions SANDAG could take to further support these goals.

**Justification**

This report will support preparation of the 2021 Regional Plan and position the agency to help bring funding to the San Diego region for climate change and energy efficiency actions that support state and local climate change and energy efficiency goals and further the strategic goal of implementing the visions of San Diego Forward: The 2015 Regional Plan and the *TransNet* Ordinance with the goal of helping to protect and improve the quality of life for everyone in the region.

**Project Manager:** Allison Wood, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Regional Energy Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Identify policies and programs from SANDAG and from other California regions that support climate change and energy efficiency goals; describe the trends related to these regional policies and programs and relationships to state and local agencies <b>Product:</b> Climate Change Solutions Report Part I: Policies, Programs, and Trends <b>Completion Date:</b> 9/30/2019
2	30	<b>Task Description:</b> Develop menu of potential new climate change and energy efficiency opportunities and actions <b>Product:</b> Climate Change Solutions Report Part II: Opportunities and Actions <b>Completion Date:</b> 4/30/2020
3	30	<b>Task Description:</b> Analyze implementation of potential new energy efficiency and climate change measures, including cost analysis, potential funding sources, and monitoring metrics <b>Product:</b> Climate Change Solutions Report Part III: Implementation Cost Analysis <b>Completion Date:</b> 6/30/2020
4	15	<b>Task Description:</b> Prepare summary document synthesizing the results of the other reports <b>Product:</b> Summary Report <b>Completion Date:</b> 6/30/2020

### Future Activities

The primary effort under this program is anticipated to conclude with the development of the reports for use in preparing the 2021 Regional Plan and position the agency to help bring funding for climate change and energy efficiency actions to the San Diego region that support state and local climate change and energy efficiency goals.

**Work Element: 3201600 Regional Collaboration to Advance Transportation System Resiliency**  
**Area of Emphasis: Regional Planning**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$3,119	\$3,895	\$2,986	\$10,000
Contracted Services	\$0	\$0	\$55,000	\$10,000	\$0	\$65,000
Pass-Through to Other Agencies	\$0	\$0	\$63,000	\$70,000	\$42,000	\$175,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$121,119</b>	<b>\$83,895</b>	<b>\$44,986</b>	<b>\$250,000</b>
In-kind Match	\$0	\$0	\$19,379	\$13,423	\$7,198	\$40,000
<b>Total Project Cost</b>						<b>\$290,000</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
Public Transportation Account – Adaptation Planning Grant	\$0	\$0	\$121,119	\$83,895	\$44,986	\$250,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$121,119</b>	<b>\$83,895</b>	<b>\$44,986</b>	<b>\$250,000</b>
In-kind Match	\$0	\$0	\$19,379	\$13,423	\$7,198	\$40,000
<b>Total Project Cost</b>						<b>\$290,000</b>

*Note: In-kind match of \$40,000 will be provided by San Diego Regional Climate Collaborative*

### Objective

The objective of this grant-funded work element is to partner with the San Diego Regional Climate Collaborative to complete a regional adaptation needs assessment, prepare a transportation asset risk assessment, facilitate collaboration on adaptation, resilience, and transportation planning, and provide technical assistance on climate adaptation and resiliency to the 19 local jurisdictions in the San Diego region.

Emphasis in FY 2020 will be on engaging local leaders and stakeholders to leverage findings from the adaptation needs assessment, completing transportation risk assessment tables (to be included in the Regional Sea-Level Rise Adaptation Guidance Document from Work Element Project No. 3201400 Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure), and continuing regional dialogues and assistance on climate adaptation and resiliency.

### Previous Accomplishments

The project kicked off in October 2018. The Regional Adaptation Needs Assessment was developed in winter and spring of FY 2019. A workshop was held with the SANDAG Shoreline Preservation Working Group in October 2018 to get early input into the project.

### Justification

This project will inform local, regional, and statewide planning at the nexus of transportation and climate adaptation; strengthen on-going partnerships across sectors; build capacity within local jurisdictions to plan for climate impacts; and allow for coordination with other regions across the state.

**Project Manager:** Katie Hentrich, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee

**Working Group(s):** Regional Planning Technical Working Group  
Shoreline Preservation Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	5	<b>Task Description:</b> Provide project management and administration; prepare invoices and progress reports <b>Product:</b> Meeting notes; invoice packages and quarterly reports <b>Completion Date:</b> 6/30/2020
2	40	<b>Task Description:</b> Engage local leaders and organizations in regional needs assessment; hold stakeholder workshop; summarize adaptation planning needs in a final report; conduct outreach and leverage findings <b>Product:</b> Materials from stakeholder workshop; summary report of needs assessment results; presentation and meeting notes <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Use Federal Highway Administration Vulnerability Assessment Scoring Tool (VAST) to analyze risks for transportation assets under future sea-level rise; conduct stakeholder outreach on analysis; prepare risk assessment tables <b>Product:</b> VAST Excel spreadsheet; meeting notes; risk assessment tables <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Leverage regional partnerships to share lessons learned through San Diego Regional Climate Collaborative network meeting, Sea-Level Rise working group, and sustained engagement at other regional dialogues <b>Product:</b> Materials from network meetings; materials from working group meetings; meeting notes/documentation from other meetings <b>Completion Date:</b> 6/30/2020
5	20	<b>Task Description:</b> Provide technical assistance to local governments via a regional resilience hub, maintain website and prepare monthly newsletter with up-to-date information on climate adaptation; prepare a regional fact sheet describing adaptation efforts in the San Diego region; represent the San Diego region in statewide meetings and/or conferences, including the Alliance of Regional Collaboratives for Climate Adaptation (ARCCA) <b>Product:</b> Documentation of technical assistance; periodic website updates and monthly newsletters; regional factsheet; documentation of statewide meetings attended; quarterly San Diego region updates for ARCCA <b>Completion Date:</b> 6/30/2020

### Future Activities

Technical assistance to local governments via a regional resilience hub will continue, as well as maintenance of website and preparation of monthly newsletters.

**Work Element: 3201700 NEW – Climate Action Planning Program**  
**Area of Emphasis: Regional Planning**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 - 2022 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$0	\$109,050	\$54,731	\$163,781
Other Direct Costs	\$0	\$0	\$0	\$1,000	\$0	\$1,000
Contracted Services	\$0	\$0	\$0	\$200,000	\$200,000	\$400,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310,050</b>	<b>\$254,731</b>	<b>\$564,781</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021 - 2022	Total
SB1 Sustainable Communities Grant	\$0	\$0	\$0	\$274,487	\$225,513	\$500,000
TDA Planning/Administration	\$0	\$0	\$0	\$35,563	\$29,218	\$64,781
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310,050</b>	<b>\$254,731</b>	<b>\$564,781</b>

*Note: FY 2019-2020 California Senate Bill 1 (Beall, 2017) Formula funds*

### Objective

The objective of this grant-funded work element is to complete planning or feasibility studies that further Climate Action Plan (CAP) implementation and reduce greenhouse gas (GHG) emissions from the transportation sector; provide data and technical resources on CAP monitoring for local jurisdictions via local and regional GHG inventory updates and GHG reduction measure monitoring reports; maintain the Climate Action Data Portal; and update the Regional CAP Framework. Work conducted under this program would address GHG emissions from all sources of emissions, however, the primary focus would be the on-road transportation sector as it is the largest source of emissions in the San Diego region.

Emphasis in FY 2020 will be on conducting stakeholder engagement to identify priority planning and feasibility studies; completing the procurement process and contract development for consultant services to carry out the work identified in future years; and providing climate planning services to the five member agencies that have not yet received such services from SANDAG, including development of CAPs/updates, implementation plans, and cost analyses, in order to contribute to local, regional, and state GHG reduction targets.

### Previous Accomplishments

This new work element would complement and continue services that SANDAG has provided to member agencies via a Local Government Partnership with San Diego Gas & Electric that expires at the end of December 2020 (Work Element Project No. 3201100, Energy Roadmap Program Continuation: SDGE). Previous accomplishments through this program include provision of technical and consultant services to help member agencies achieve energy and financial savings through energy efficiency; assistance for member agencies in the preparation, adoption, implementation, and monitoring of CAPs; and establishment of subregional energy action collaboratives comprised of member agency staff to facilitate regional coordination on issues related to saving energy through energy efficiency and climate action.

### Justification

With adoption of San Diego Forward: The 2015 Regional Plan, the SANDAG Board of Directors committed to assisting with the development and implementation of local CAPs to further reduce GHG emissions from all sources, including transportation – the largest source of emissions in the San Diego region.

**Project Manager:** Maggie Soffel, Land Use / Transportation Planning Department  
**Committee(s):** Regional Planning Committee  
**Working Group(s):** Regional Energy Working Group  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<p><b>Task Description:</b> Conduct stakeholder engagement to identify priority planning/feasibility studies that advance transportation-related GHG emissions reduction projects and strategies in support of furthering the region's Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) and contribute to the State's GHG reduction targets</p> <p><b>Product:</b> Scope(s) of work for priority planning/feasibility studies identified through stakeholder engagement that advance transportation-related GHG emissions reduction projects and strategies in support of furthering the region's RTP/SCS and contribute to the State's GHG reduction targets; total number of scopes of work to be determined based upon results of stakeholder input and identified projects and strategies</p> <p><b>Completion Date:</b> 12/31/2019</p>
2	45	<p><b>Task Description:</b> Procurement process and contract development</p> <p><b>Product:</b> Request for proposals for consultant services, and contract with consultant(s) to carry out scope of work for priority planning/feasibility studies and related future activities that advance transportation-related GHG emissions reduction projects and strategies</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	5	<p><b>Task Description:</b> Project administration and coordination</p> <p><b>Product:</b> SANDAG quarterly report and invoice packages</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	40	<p><b>Task Description:</b> Provide climate planning services to the five-member agencies that have not yet received such services from SANDAG to contribute to local, regional, and state GHG reduction targets</p> <p><b>Product:</b> Development of climate planning products for up to five additional member agencies, including CAPs/updates, implementation plans, and cost analyses</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Future activities include developing planning and feasibility studies; continuing to provide support to member agencies by preparing local government GHG inventories and monitoring reports; preparing one regional inventory and report; maintaining the Climate Action Data Portal; updating the Regional Climate Action Planning Framework; and conducting project administration and coordination tasks, including quarterly reports and invoice packages.

**Work Element:** 3300100 *TransNet* Smart Growth Incentive and Active Transportation Grant Programs  
**Area of Emphasis:** Regional Planning

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$403,214	\$354,092	\$295,462
Other Direct Costs	\$1,411	\$2,000	\$500
Contracted Services	\$23,854	\$24,200	\$71,090
<b>Total</b>	<b>\$428,479</b>	<b>\$380,292</b>	<b>\$367,052</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Bicycle/Pedestrian Program Monitoring	\$147,597	\$147,000	\$147,000
<i>TransNet</i> Administration (1%)	\$133,284	\$86,292	\$73,052
<i>TransNet</i> Smart Growth Program Monitoring	\$147,598	\$147,000	\$147,000
<b>Total</b>	<b>\$428,479</b>	<b>\$380,292</b>	<b>\$367,052</b>

### Objective

The objective of this work element is to administer and implement the *TransNet* Smart Growth Incentive Program (SGIP) and Active Transportation Grant Program (ATGP).

Emphasis in FY 2020 will be on administering the contracts awarded under the grant programs, which will include invoicing, milestone monitoring, monitoring project budgets, and reporting project status to policy committees. Monitoring also will include new prevailing wage requirements and payment schedule monitoring.

### Previous Accomplishments

There have been four cycles of funding for these two competitive grant programs. In the four cycles of funding, the SGIP awarded almost \$55 million in funds to a total of 67 projects, including 34 capital grants, 32 planning grants and one climate action planning grant. The ATGP awarded approximately \$30 million in funds to a total of 87 projects, including 37 planning, bike parking, and education program grants and 50 capital grants.

### Justification

Both programs are required under the *TransNet* Extension Ordinance.

**Project Manager:** Tracy Ferchaw, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee  
Transportation Committee

**Working Group(s):** Active Transportation Working Group  
Cities/County Transportation Advisory Committee  
Independent Taxpayer Oversight Committee  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Coordinate with internal departments for reporting quarterly <i>TransNet</i> expenditures, invoice issues and contract close out documents; continue to refine and implement the communications plan for the grant programs</p> <p><b>Product:</b> Updated communications plan; project photos/videos; press releases and social media posts; and website updates including project deliverables and story map</p> <p><b>Completion Date:</b> 3/31/2020</p>
2	80	<p><b>Task Description:</b> Administer grant projects funded by the SGIP and ATGP, including continued monitoring of climate action planning and complete streets status of jurisdictions to implement SGIP/ATGP projects that are subject to phased funding; ensure the timely completion of grant funded projects and contract compliance; maintain information about project budgets, project expenditures, invoice reimbursements, and local funding matches in the Regional Transportation Improvement Program financial software tool (ProjectTrak)</p> <p><b>Product:</b> Quarterly status reports to Independent Taxpayer Oversight Committee, Transportation Committee, and Regional Planning Committee; invoice payments; contract amendments; ProjectTrak reports; and site visit summaries and reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	5	<p><b>Task Description:</b> Conduct internal Grant Coordination Team meetings; continue to seek and implement efficiencies and streamlining procedures across all SANDAG grant programs in future calls for projects, invoicing procedures, and reporting; and support statewide Active Transportation Program grant process as necessary</p> <p><b>Product:</b> Grants Coordination Team agendas and meeting summaries, updated Grants Implementation Guide; and initial database/tracking enhancement options</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Staff will continue to administer grants, monitor progress made by grantees, and undertake administrative process improvements. In future years, staff anticipates developing an assessment tool that would compile key metrics, both spatially and over time, to track benefits resulting from grant investments.



**Work Element: 3330300 Intergovernmental Review****Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$54,368	\$74,704	\$83,892
Other Direct Costs	\$483	\$11	\$0
<b>Total</b>	<b>\$54,851</b>	<b>\$74,715</b>	<b>\$83,892</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5303) MPO Planning	\$48,560	\$40,000	\$65,000
TDA Planning/Administration	\$6,291	\$34,715	\$18,892
<b>Total</b>	<b>\$54,851</b>	<b>\$74,715</b>	<b>\$83,892</b>

**Objective**

The objective of this work element is to oversee the review of current and future development plans, and local and state environmental and policy documents for potential impacts on the regional transportation network. This work is done in coordination with other work elements to facilitate implementation of San Diego Forward:

The 2015 Regional Plan (2015 Regional Plan) and in collaboration with Caltrans, the Metropolitan Transit System (MTS), the North County Transit District (NCTD), the San Diego County Regional Airport Authority (SDCRAA), and the Port of San Diego.

Emphasis in FY 2020 will be on reviewing development proposals and coordinating with other agencies involved in infrastructure development.

**Previous Accomplishments**

Staff provided comments on local draft environmental documents, coordinating the efforts of multiple departments. Staff also participated in the North Harbor Drive Technical Working Group, the NCTD Land Use and Transit Integration Study Working Group, and coordinated with the SDCRAA on its Airport Development Plan. SANDAG staff has worked with the County of San Diego to incorporate Transportation Demand Management in community plan updates.

**Justification**

Since the goal of the Intergovernmental Review (IGR) Program is to ensure that regional needs are met in current and future development projects, the program ensures early coordination when regionally significant projects are proposed; facilitates working with local jurisdictions and special districts to ensure implementation of the 2015 Regional Plan; and identifies future opportunities for coordination with local jurisdictions.

**Project Manager:** Seth Litchney, Land Use / Transportation Planning Department

**Committee(s):** Regional Planning Committee  
Transportation Committee

**Working Group(s):** Cities/County Transportation Advisory Committee  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<p><b>Task Description:</b> Coordinate area wide clearinghouse and IGR processing, including ongoing maintenance and refinements of the enhanced project and reporting tool, performing internal reporting requirements, and coordinating the internal circulation of projects for review</p> <p><b>Product:</b> IGR database, IGR project tracking and reporting tool, and monthly IGR report</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	50	<p><b>Task Description:</b> Conduct review of local development projects, as well as local and state policy documents and guidelines, for transportation related impacts in coordination with agencies such as Caltrans, MTS, NCTD, California Association of Councils of Governments, SDCRAA, Port of San Diego, and/or others, as appropriate</p> <p><b>Product:</b> Comment letters</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Staff will continue providing comment letters to local and state governments and participate on working groups when needed.

**Work Element: 3400100 Interregional Planning: Imperial, Orange, and Riverside Counties**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$35,982	\$43,476	\$47,540
Other Direct Costs	\$258	\$660	\$750
<b>Total</b>	<b>\$36,240</b>	<b>\$44,136</b>	<b>\$48,290</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$32,083	\$20,000	\$30,000
TDA Planning/Administration	\$4,157	\$24,136	\$18,290
<b>Total</b>	<b>\$36,240</b>	<b>\$44,136</b>	<b>\$48,290</b>

### Objective

The objective of this work element is to oversee and coordinate planning activities that impact the San Diego region's borders with Imperial, Orange, and Riverside counties. This work element supports the work of the Borders Committee.

Imperial County: Emphasis in FY 2020 will be on continuing collaboration efforts with the Imperial County Transportation Commission (ICTC), the Southern California Association of Governments (SCAG), and Caltrans on joint planning activities between the two regions, including development of interregional elements of San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) and the Imperial County Long-Range Transportation Plan.

Orange County: Emphasis in FY 2020 will be on continuing collaboration efforts with the Orange County Transportation Authority (OCTA), SCAG, and Caltrans to exchange information on long-range planning activities and participate in the OCTA Interstate 5 (I-5) Corridor Study between Pico and the San Diego County line.

Riverside County: Emphasis in FY 2020 will be on monitoring the Move I-15 Task Force activities as well as exploring opportunities for additional collaboration with partner agencies in Riverside County.

### Previous Accomplishments

Imperial County: Since 2012 SANDAG has hosted quarterly coordination meetings with ICTC, SCAG, and Caltrans to discuss updates to joint planning activities. In 2015, SANDAG, ICTC, and Caltrans completed the Pedestrian and Bicycle Transportation Access Study for the California-Baja California Ports of Entry (POEs), and, in 2016, these agencies partnered to work on the Fresh Look at Impacts of Border Delays at California-Baja California Ports of Entry draft study.

Orange County: SANDAG participated in the OCTA South Orange County Major Investment Study, which was completed in 2008. Since 2016, SANDAG has participated in the OCTA I-5 Corridor Study between Pico and the San Diego County Line.

Riverside County: SANDAG and the Western Riverside Council of Governments (WRCOG), Riverside Transit Agency (RTA), and Riverside County Transportation Commission (RCTC) formed the Interstate 15 (I-15) Interregional Partnership, which analyzed interregional commuter issues, developed a comprehensive set of strategies in transportation, economic development, and housing to reduce congestion on the I-15 corridor. Agencies have been implementing those strategies for several years. In FY 2019 SANDAG completed the Inter-Regional Park & Ride Strategy in partnership with RCTC and SCAG that developed a strategy and webtool for analyzing potential park and ride locations while documenting best practices for park and ride management.

## Justification

All three counties (Imperial, Orange, and Riverside) are advisory members of the Borders Committee, and Imperial County is an advisory member of the SANDAG Board of Directors. As such, ongoing collaboration with all three counties is important in developing and implementing the 2021 Regional Plan, in addition to several other ongoing statewide and federal planning efforts. This work element also supports the work of the Borders Committee.

**Project Manager:** Zachary Hernandez, Land Use / Transportation Planning Department

**Committee(s):** Borders Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<p><b>Task Description:</b> Imperial County: Continue coordination and collaboration with ICTC, SCAG, and Caltrans including: monitoring strategies included in the San Diego-Imperial County Interstate 8 Corridor Strategic Plan; follow-up activities related to the Pedestrian and Bicycle Transportation Access Study for the California-Baja California POEs; SCAG Goods Movement Border Crossing Study – Phase II; A Fresh Look at Impacts of Border Delays draft study; and other items of joint interest</p> <p><b>Product:</b> Status reports for the Borders Committee</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	30	<p><b>Task Description:</b> Orange County: Coordinate and collaborate with OCTA on the development of interregional elements of long-range plans, including Orange County's Long-Range Transportation Plan and the Regional Plan, the I-5 Pico to San Diego County Line Study, as well as other items of joint interest</p> <p><b>Product:</b> Status reports for the Borders Committee</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	30	<p><b>Task Description:</b> Riverside County: Continue working with WRCOG, RCTC, RTA, SCAG, and Caltrans within the context of the I-15 IRP and the Inter-Regional Park &amp; Ride Strategy. Also, continue to collaborate on implementing the Regional Plan, as well as other issues of mutual concern</p> <p><b>Product:</b> Status reports for the Borders Committee</p> <p><b>Completion Date:</b> 6/30/2020</p>

## Future Activities

Continue coordination on interregional planning matters with Caltrans, ICTC, OCTA, WRCOG, RCTC, and SCAG.

**Work Element: 3400200 Interregional Planning: Binational Planning and Coordination**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$367,382	\$398,964	\$430,461
Other Direct Costs	\$214	\$3,100	\$3,100
Contracted Services	\$1,469	\$6,000	\$6,000
<b>Total</b>	<b>\$369,065</b>	<b>\$408,064</b>	<b>\$439,561</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$326,733	\$350,000	\$350,000
TDA Planning/Administration	\$42,332	\$58,064	\$89,561
<b>Total</b>	<b>\$369,065</b>	<b>\$408,064</b>	<b>\$439,561</b>

### Objective

The objective of this work element is to oversee and coordinate binational collaboration activities, including coordination of the Borders Committee and the Committee on Binational Regional Opportunities (COBRO) as well as collaboration with Mexico, municipalities and the State of Baja California, border stakeholders, and tribal governments.

Emphasis in FY 2020 will be on finalizing necessary project agreements with federal agencies and Mexico to develop the future State Route 11 (SR 11)/Otay Mesa East (OME) Port of Entry (POE).

### Previous Accomplishments

Since its creation in 2001, the Borders Committee provides policy oversight for collaboration and planning activities that impact the borders of the San Diego region – Riverside, Orange, and Imperial counties, tribal governments, and Mexico. Since 1996, COBRO has provided a forum for discussion of binational border activities and provides input to the Borders Committee in the areas of binational planning and collaboration. Annual joint meetings of these two groups and representatives from the municipalities and the State of Baja California, Mexico, have been held since 2008, and binational events addressing relevant topics, such as water supply, border wait times, smart growth, climate change, active transportation, etc., have been held since 1997.

### Justification

San Diego's location along the border with Mexico places the region in an advantageous position when leveraging its strengths with those of its neighbors, resulting in improved global competitiveness and better quality of life for our communities. Border mobility and transportation, housing, water and energy supply, the environment and climate change, economic development and public safety have been identified as the main areas for border collaboration.

**Project Manager:** Hector Vanegas, Executive Department

**Committee(s):** Borders Committee

**Working Group(s):** Committee on Binational Regional Opportunities, Interagency Technical Working Group on Tribal Transportation Issues

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<p><b>Task Description:</b> Collaborate with City of Tijuana Metropolitan Planning Institute (IMPLAN, in Spanish) to link proposed regional planning and collaboration strategies, including issues identified in the Otay Mesa – Mesa de Otay Binational Corridor Strategic Plan</p> <p><b>Product:</b> Joint policy meeting with the State of Baja California and the municipalities of Tijuana, Tecate, and Playas de Rosarito, and progress reports</p> <p><b>Completion Date:</b> 3/31/2020</p>
2	15	<p><b>Task Description:</b> Update the reports on shared border infrastructure projects (in conjunction with Work Element Project No. 3400100), and on border crossing and trade statistics</p> <p><b>Product:</b> Annual report</p> <p><b>Completion Date:</b> 4/30/2020</p>
3	25	<p><b>Task Description:</b> Coordinate with the State of Baja California and the municipalities of Tijuana, Tecate, and Playas de Rosarito, including the Metropolitan Zone framework (Tijuana-Tecate-Rosarito), IMPLAN, the Consuls General of Mexico in San Diego and of the United States in Tijuana, and native tribal governments and update the Binational Contacts Guide</p> <p><b>Product:</b> Updated Binational Contacts Guide</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	35	<p><b>Task Description:</b> Provide staff support and coordination for the Borders Committee and COBRO meetings, and for the SANDAG annual binational event</p> <p><b>Product:</b> Agendas, follow-up activities, and recommendations; and a joint meeting of the Borders Committee, COBRO, and the municipalities and the State of Baja California</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	15	<p><b>Task Description:</b> Collaborate with agencies and stakeholders to promote the development of the State Route 11/OME POE project within the different binational border forums, including the High-Level Economic Dialogue, the Binational Group on Bridges and Border Crossings, and the Joint Working Committee (in conjunction with the SR 11/OME POE Capital Project No. 1201101)</p> <p><b>Product:</b> Progress and informational reports</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

This is an ongoing work element. The Borders Committee holds monthly meetings, and COBRO has six scheduled regular meetings, including the annual joint meeting with Mexico counterparts.

**Work Element: 3400500 Interregional Planning: Tribal Liaison Program**  
**Area of Emphasis: Regional Planning**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$133,894	\$98,076	\$100,015
Other Direct Costs	\$2,995	\$8,370	\$5,500
Contracted Services	\$3,256	\$0	\$0
Pass-Through to Other Agencies	\$15,000	\$20,000	\$15,000
<b>Total</b>	<b>\$155,145</b>	<b>\$126,446</b>	<b>\$120,515</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$127,754	\$95,000	\$90,000
TDA Planning/Administration	\$27,391	\$31,446	\$30,515
<b>Total</b>	<b>\$155,145</b>	<b>\$126,446</b>	<b>\$120,515</b>

### Objective

The objectives of this work element are to continue the government-to-government framework for engaging the 18 federally-recognized sovereign tribal nations in the region in the regional transportation planning process as mandated by state and federal regulations; coordinate and consult with tribal governments and intertribal organizations on major transportation, land use, and other regional planning initiatives to ensure timely and meaningful input into the decision-making process; facilitate the active involvement of the Southern California Tribal Chairmen's Association (SCTCA) in the SANDAG policy-making structure; and provide a technical forum for discussing tribal transportation issues through the Interagency Technical Working Group on Tribal Transportation Issues.

Emphasis in FY 2020 will be on continuing implementation of the tribal consultation process for San Diego Forward: The 2021 Regional Plan (2021 Regional Plan), implementation of collaborative strategies agreed upon in the 2018 San Diego Regional Tribal Summit, and implementation of the Intraregional Tribal Transportation Strategy.

### Previous Accomplishments

In FY 2017, the SCTCA and SANDAG completed an Intraregional Tribal Transportation Strategy as part of the early actions of the 2015 Regional Plan to determine the multimodal needs of area tribes and develop a set of strategies for pursuing those projects. In preparation for the 2019 Regional Transportation Plan (2019 Regional Plan), the two agencies developed a Tribal Consultation Plan in the fall of 2017. A key milestone in that process was the convening of the 2018 San Diego Regional Tribal Summit to discuss policy areas of mutual concern for inclusion in the 2019 Regional Plan. In FY 2019 the focus has been on the implementation of collaborative strategies, as well as implementation of Assembly Bill 52 (Gatto, 2014). AB 52 incorporates new requirements in the California Environmental Quality Act for tribal consultation in the Environmental Impact Report process.

### Justification

The San Diego region is home to 18 federally-recognized tribal governments with jurisdiction over 19 reservations, the most in any county in the United States. State and federal planning regulations mandate timely and meaningful consultation with tribal governments in regional and transportation planning activities, including the development of the 2021 Regional Plan and the Regional Transportation Improvement Program. SANDAG is committed to not only meeting the federal requirement for consultation, but to strengthening its regional government-to-government framework for long-range planning with tribal nations.

**Project Manager:** Jane Clough, Land Use / Transportation Planning Department

**Committee(s):** Borders Committee  
Public Safety Committee  
Regional Planning Committee  
Transportation Committee

**Working Group(s):** Interagency Technical Working Group on Tribal Transportation Issues

#### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Facilitate the effective and equitable involvement of tribal nations in regional and transportation planning through consultation, coordination, and collaboration; implement the Tribal Consultation Plan for the 2021 Regional Plan</p> <p><b>Product:</b> One presentation to the SCTCA Board per quarter on a regional or transportation planning policy/program of relevance to the tribal nations</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	20	<p><b>Task Description:</b> Provide technical support to the SCTCA advisory members to SANDAG in the development of agenda items to the Policy Advisory Committees and SANDAG Board of Directors on relevant tribal issues, including collaborative strategies derived from the 2018 Regional Tribal Summit</p> <p><b>Product:</b> One agenda item/report per quarter to either Borders, Regional Planning, Transportation, or Public Safety Committees, and presentation of materials from 2018 Regional Tribal Summit</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	50	<p><b>Task Description:</b> Oversee and provide administrative staff support for the quarterly meetings of the Interagency Technical Working Group on Tribal Transportation Issues, composed of representatives from as many of the 18 tribal nations in the region as want to formally participate; the working group is tasked with the implementation of the Intraregional Tribal Transportation Strategy</p> <p><b>Product:</b> Quarterly meeting agenda packets/participant list</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	15	<p><b>Task Description:</b> Coordinate with local, state, and federal government agencies on relevant tribal-related issues as well as with intertribal agencies such as the Reservation Transportation Authority, Native American Environmental Protection Coalition, and the National Indian Justice Center</p> <p><b>Product:</b> Meeting agendas/participant lists and participation in key conferences/meetings such as the Caltrans Native American Advisory Committee</p> <p><b>Completion Date:</b> 6/30/2020</p>

#### Future Activities

This is an ongoing work element. SANDAG will continue to work within its government-to-government framework to ensure timely and meaningful tribal engagement in regional planning efforts.



## **Chapter 2.3**

### **Project Implementation**

Implement the projects and programs included in the San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) with the intention of achieving the goals set out in the 2015 Regional Plan, including the development and construction of initiatives such as: the Mid-Coast Corridor Transit Project; the *Rapid* network; the Bike Early Action Program; coastal rail corridor double-tracking; extension of the Managed Lanes network; freeway enhancement projects; and a wide variety of projects and Transportation Demand Management programs to reduce congestion, promote alternative transportation, and achieve regional environmental goals.

**Work Element: 3300200 Active Transportation Planning and Programs****Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$717,949	\$710,754	\$820,269
Other Direct Costs	\$13,428	\$25,300	\$157,300
Materials and Equipment	\$0	\$50,000	\$8,000
Contracted Services	\$332,905	\$274,151	\$0
<b>Total</b>	<b>\$1,064,282</b>	<b>\$1,060,205</b>	<b>\$985,569</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$577,333	\$653,492	\$500,000
TDA Planning/Administration	\$486,949	\$406,713	\$485,569
<b>Total</b>	<b>\$1,064,282</b>	<b>\$1,060,205</b>	<b>\$985,569</b>

**Objective**

The objective of this work element is to support SANDAG efforts to improve mobility and access through coordinated Active Transportation planning and project development activities.

Emphasis in FY 2020 will be on supporting the planning and implementation of regional bikeway projects, supporting efforts of local jurisdictions to develop active transportation projects and programs, and collecting and analyzing data in support of the Active Transportation Project Evaluation and Monitoring Program.

**Previous Accomplishments**

Previous accomplishments include Board of Directors approval of the San Diego Regional Bicycle Plan (2010) and the Regional Bike Plan Early Action Program (2013) to advance implementation of high-priority regional bikeway corridors. There are currently 25 bikeway projects in various stages of development. The Active Transportation Project Evaluation and Monitoring Program has been established to support gathering and analyzing data for these projects and other SANDAG grant-funded projects as well as to contribute data and support to the SANDAG Activity-Based Model.

**Justification**

This program is a key input to San Diego Forward: The 2021 Regional Plan and San Diego Forward: The 2020 Federal Regional Transportation Plan and is critical to the planning and development of regional and local projects funded by the *TransNet* Program.

**Project Manager:** Chris Kluth, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** Active Transportation Working Group  
Bayshore Bikeway Working Group  
Independent Taxpayer Oversight Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	60	<p><b>Task Description:</b> Collect and analyze data in support of Active Transportation Project Evaluation and Monitoring for both regional and local projects; continue development of a regionwide counts database to inform project planning as well as provide active transportation data to feed into the regional transportation model</p> <p><b>Product:</b> Summaries of project-level baseline data prepared in tandem with projects' preliminary engineering phase, Regional Bikeway Monitoring report (June 30, 2020), State of the Commute report (May 1, 2020), post-project reports to follow no sooner than six months after a project's Open to Public date; input historical active transportation data collection to the SANDAG public-facing regionwide counts database (March 1, 2020)</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	30	<p><b>Task Description:</b> Facilitate coordination of planning efforts to improve active transportation mobility initiatives</p> <p><b>Product:</b> Quarterly reports to the Transportation Committee for regional bikeway corridor status</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	10	<p><b>Task Description:</b> Provide staff support to the Active Transportation Working Group (ATWG) meetings; facilitate regional coordination of active transportation planning, best practices, and input on the state Active Transportation Program grant process</p> <p><b>Product:</b> Meeting agendas and minutes; input to state Active Transportation Program grant process</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Future activities include ongoing support of the ATWG and continued work in data analysis to support the Active Transportation Program.

**Work Element: 3301100 Planning for Future Coastal Rail Trail Segments****Area of Emphasis: Project Implementation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$61,820	\$51,720	\$113,540
Other Direct Costs	\$0	\$0	\$6,250	\$3,750	\$10,000
Contracted Services	\$0	\$0	\$75,889	\$100,000	\$175,889
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,959</b>	<b>\$155,470</b>	<b>\$299,429</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
SB1 Sustainable Communities Grant	\$0	\$0	\$127,447	\$137,638	\$265,085
TransNet Bicycle/Pedestrian Program	\$0	\$0	\$16,512	\$17,832	\$34,344
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,959</b>	<b>\$155,470</b>	<b>\$299,429</b>

**Objective**

The objective of this grant-funded work element is to develop a feasibility and implementation plan for safe and attractive bikeway and pedestrian facilities on the Coastal Rail Trail (CRT) segments in the City of Encinitas, which will make biking and walking a viable mode of travel for all abilities. It is a regional goal to complete these segments in the near-term phase of a larger multi-modal program of highway, rail, and active transportation improvements for the North Coast Corridor.

Emphasis in FY 2020 will be on collaborating with the City of Encinitas, North County Transit District, California Coastal Commission, and other project partners to develop conceptual alignments in support of the implementation plan.

**Previous Accomplishments**

The study was initiated in FY 2019 with the selection of a project consultant and kick-off activities.

**Justification**

The CRT is a 44-mile bicycle and pedestrian bikeway network along the San Diego coast from Oceanside to Downtown San Diego. The City of Encinitas has six miles of planned CRT. It is a regional goal to complete this facility as it is vital to the overall regional network of bicycle and pedestrian accessibility to employment centers, housing, regional destinations, and public transit. This particular project focuses on the remaining 4.7 miles of the CRT needed to complete the network in the City of Encinitas. The remaining CRT segments are envisioned adjacent to or within the Los Angeles-San Diego-San Luis Obispo Rail Corridor or nearby Coast Highway 101.

**Project Manager:** Danny Veeh, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Review of past studies and public outreach <b>Product:</b> Annotated summary, meetings, comment records <b>Completion Date:</b> 8/1/2019
2	45	<b>Task Description:</b> Evaluation of potential CRT conceptual alignments <b>Product:</b> Conceptual alignment maps, planning matrix, network plan <b>Completion Date:</b> 1/31/2020
3	5	<b>Task Description:</b> Project development team meetings <b>Product:</b> Meeting agendas <b>Completion Date:</b> 6/30/2020
4	30	<b>Task Description:</b> Implementation plan and next steps <b>Product:</b> Draft report (April 30, 2020); final report (June 30, 2020) <b>Completion Date:</b> 6/30/2020
5	5	<b>Task Description:</b> Progress reports and invoicing <b>Product:</b> Quarterly reports and invoices <b>Completion Date:</b> 6/30/2020

### Future Activities

The study will be completed in FY 2020.

**Group Program Title: 3310000 Smart Mobility Services to the Public (Group Program)**

**Area of Emphasis: Project Implementation**

---

**Group Objective**

The objective of this group program is to plan and implement services for the public that reduce traffic congestion and improve mobility throughout the region. The services provided in the following group of projects – Work Element Project Nos. 3310500 through 3311800 – describe the proposed activities for this fiscal year.

**Work Element: 3310500 511 Advanced Traveler Information Service**  
**Area of Emphasis: Project Implementation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$1,244,795	\$63,178	\$136,987	\$173,801	\$1,618,761
Other Direct Costs	\$77,578	\$462	\$0	\$0	\$78,040
Contracted Services	\$4,824,876	\$52,120	\$260,000	\$500,000	\$5,636,996
<b>Total</b>	<b>\$6,147,249</b>	<b>\$115,760</b>	<b>\$396,987</b>	<b>\$673,801</b>	<b>\$7,333,797</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
Congestion Management Air Quality (CMAQ)	\$309,453	\$0	\$0	\$0	\$309,453
FHWA Intelligent Transportation Systems (ITS)	\$4,155,144	\$0	\$0	\$0	\$4,155,144
TransNet Major Corridors Program	\$1,643,794	\$0	\$371,987	\$335,801	\$2,351,582
California State DMV Vehicle Registration Fee	\$0	\$115,760	\$25,000	\$338,000	\$478,760
Miscellaneous Project Revenue	\$28,675	\$0	\$0	\$0	\$28,675
TDA Planning/Administration	\$10,183	\$0	\$0	\$0	\$10,183
<b>Total</b>	<b>\$6,147,249</b>	<b>\$115,760</b>	<b>\$396,987</b>	<b>\$673,801</b>	<b>\$7,333,797</b>

### Objective

The objective of this work element is to operate and maintain the 511 Advanced Traveler Information Service for the region.

Emphasis in FY 2020 will be on conducting the procurement for a new 511 system based on the new system requirements.

### Previous Accomplishments

In FY 2019, a concept of operations and design specification for a new 511 system were completed; and ongoing operations and maintenance of the existing 511 service continued.

### Justification

The 511 system provides commuters with 24/7 automated traveler information, a key component to improved mobility. The 511 program also serves as the gateway to regional transportation programs, including iCommute, Motorist Aid Services, *FasTrak*®, and transit services information.

**Project Manager:** Chiachi Rumbolo, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Complete the procurement for a new 511 system <b>Product:</b> Select new 511 system operator <b>Completion Date:</b> 12/31/2019
2	15	<b>Task Description:</b> Provide oversight of ongoing operations and maintenance of the existing 511 system <b>Product:</b> Monthly progress reports, public input and comment-tracking, and performance analysis <b>Completion Date:</b> 6/30/2020
3	40	<b>Task Description:</b> Begin implementation of the new 511 system <b>Product:</b> Progress reports on implementation of the new 511 system <b>Completion Date:</b> 6/30/2020
4	5	<b>Task Description:</b> Coordinate, plan, and implement marketing efforts to promote 511 services <b>Product:</b> Coordination of marketing to promote 511 services to the region including increasing public awareness of the 511 Roadside Assistance services <b>Completion Date:</b> 6/30/2020

### Future Activities

Funding has been set aside to complete the implementation of the new 511 system; conduct transition activities to retire the existing system and deploy the new 511 system.



**Work Element: 3310700 Transportation Demand Management Program****Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$239,312	\$253,783	\$380,913
Other Direct Costs	\$60,759	\$93,500	\$101,150
Contracted Services	\$486,239	\$100,000	\$150,000
Pass-Through to Other Agencies	\$0	\$0	\$100,000
<b>Total</b>	<b>\$786,310</b>	<b>\$447,283</b>	<b>\$732,063</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$785,478	\$413,283	\$532,063
TDA Planning/Administration	\$832	\$0	\$0
California State DMV Vehicle Registration Fee	\$0	\$34,000	\$200,000
<b>Total</b>	<b>\$786,310</b>	<b>\$447,283</b>	<b>\$732,063</b>

**Objective**

The objective of this work element is to administer the regional Transportation Demand Management (TDM) Program known as iCommute.

Emphasis in FY 2020 will be on conducting research to inform planning for emerging transportation technologies in coordination with the Future Mobility Research Program, and implementing, monitoring and measuring TDM programs that reduce vehicle miles traveled (VMT) and support greenhouse gas (GHG) emission reduction goals established in San Diego Forward: The 2015 Regional Plan (2015 Regional Plan).

**Previous Accomplishments**

In FY 2019, the custom configuration of Salesforce was launched enabling staff to administer, monitor, and measure iCommute employer outreach and commuter services (Guaranteed Ride Home, Bike Parking, and Vanpool). Staff also coordinated with the Future Mobility Research Program to develop modeling tools for evaluating the VMT and GHG impact of TDM and new mobility services for the 2015 Regional Plan.

**Justification**

TDM is an important component of the 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing VMT and GHG emissions, and increasing travel choices in the region.

**Project Manager:** Antoinette Meier, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Upgrade Salesforce platform from Classic to Lightning to optimize TDM program administration and reporting <b>Product:</b> Complete transition from Salesforce Classic to Salesforce Lightning <b>Completion Date:</b> 3/26/2020
2	40	<b>Task Description:</b> Manage the regional TDM Program (iCommute); guide implementation of current TDM measures in the 2015 Regional Plan and plan for the integration of new mobility programs and services in San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) <b>Product:</b> Development of TDM programs and new mobility strategies to support the preferred transportation scenario selected for the 2021 Regional Plan <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Lead SANDAG participation in the Future Mobility Research Program; collaborate with the Metropolitan Transportation Commission, Sacramento Area Council of Governments, and Southern California Association of Governments on research related to transportation technology and new mobility services <b>Product:</b> Continued enhancements to modeling methodologies and tools developed for evaluating the TDM programs and services; research that evaluates the impact of technology on travel behavior and recommendations for incorporating technology into metropolitan planning organization transportation plans and programs <b>Completion Date:</b> 6/30/2020
4	15	<b>Task Description:</b> Conduct performance monitoring and reporting on TDM program progress <b>Product:</b> Monthly and quarterly reports <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Ensure TDM coordination and integration with SANDAG planning studies, grant programs, technology and capital projects <b>Product:</b> TDM integration in SANDAG plans and projects <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue administering the regional TDM program and provide commuters with tools and resources for choosing transportation alternatives to driving alone. Conduct performance monitoring and reporting on TDM programs and services. Continue developing the TDM elements of the 2021 Regional Plan. Coordinate research with the Future Mobility Research Program.

**Work Element:** 3310701 Transportation Demand Management – Smart Mobility Planning and Pilot Projects

**Area of Emphasis:** Project Implementation

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$186,693	\$267,710	\$774,251
Other Direct Costs	\$53	\$75,000	\$75,000
Contracted Services	\$166,004	\$500,000	\$800,000
<b>Total</b>	<b>\$352,750</b>	<b>\$842,710</b>	<b>\$1,649,251</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$0	\$359,710	\$1,199,251
California State DMV Vehicle Registration Fee	\$352,750	\$483,000	\$450,000
<b>Total</b>	<b>\$352,750</b>	<b>\$842,710</b>	<b>\$1,649,251</b>

**Objective**

The objective of this work element is to produce Transportation Demand Management (TDM) studies/plans and implement pilot projects aimed at expanding alternative travel choices and reducing vehicle miles traveled (VMT) and reducing Greenhouse Gas (GHG) emissions.

Emphasis in FY 2020 will be on supporting the expansion of shared, electric, autonomous and connected mobility services in the region and supporting local jurisdictions with TDM planning and policy development to include regional micromobility coordination and mobility hub pilot project deployment. Pilot projects with efforts that quantify emissions reduction benefits will be prioritized.

**Previous Accomplishments**

Accomplishments in FY 2019 included adoption of Neighborhood Electric Vehicles (NEVs) legislation and regional NEV planning support; planning and deployment of a North County Coastal bikeshare pilot; launching a Regional Micromobility Coordination effort including establishing a data clearinghouse; continued deployment of a Carpool Incentive Pilot; completion of the 2018 Commute Behavior Survey report; and continued progress on mobility hub pilot planning for the region.

**Justification**

TDM is an important component of San Diego Forward: The 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing VMT and GHG emissions, and increasing travel choices in the region.

**Project Manager:** Marisa Mangan, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<p><b>Task Description:</b> Support implementation of several mobility hub pilot projects enhancing connectivity to COASTER, Mid-Coast Trolley, and Santa Fe Depot as a direct outcome of the Regional Mobility Hub Strategy and the Mid-Coast Mobility Hub Strategy</p> <p><b>Product:</b> Mobility hub pilot project scopes of work, estimated costs, partner agency roles/responsibilities, and outreach support to shared, electric, autonomous and connected mobility service and technology providers</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	10	<p><b>Task Description:</b> Lead Regional Micromobility Coordination effort to establish guidelines and best practices for micromobility policy, regulations, and outreach</p> <p><b>Product:</b> Regional Micromobility Coordination meetings, micromobility research, and policy guidance for member agencies; support for NEV network planning and implementation</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	25	<p><b>Task Description:</b> Continue to develop and maintain a regional database for collecting, analyzing, and reporting on micromobility services operating in the region</p> <p><b>Product:</b> Regional micromobility data clearinghouse</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	25	<p><b>Task Description:</b> Coordinate and administer the activities of an industry advisory group; create Entrepreneur-In-Residence (EIR) program (Local Funded Only)</p> <p><b>Product:</b> Industry Advisory Group meeting minutes and presentations; EIR quarterly progress updates</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	10	<p><b>Task Description:</b> Lead stakeholder and public outreach and education initiatives on autonomous vehicles and other related emerging technologies; develop, maintain, and make available resources for member agencies and interested stakeholders</p> <p><b>Product:</b> Web resources, stakeholder engagement meeting materials</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue to assess, pilot, and recommend innovative TDM strategies that integrate shared mobility services and supporting technology. Continue to support member agencies with mobility hub planning and pilot deployment. Continue facilitating a Regional Micromobility Coordination group and assisting member agencies with data sharing standards, policy development, and complete street design.

**Work Element: 3310702 Transportation Demand Management – Employer Services****Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$409,465	\$382,800	\$403,711
Other Direct Costs	\$788	\$15,500	\$41,094
Contracted Services	\$579,006	\$878,000	\$875,000
Pass-Through to Other Agencies	\$4,213	\$12,000	\$13,800
<b>Total</b>	<b>\$993,472</b>	<b>\$1,288,300</b>	<b>\$1,333,605</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$993,472	\$1,288,300	\$1,333,605
<b>Total</b>	<b>\$993,472</b>	<b>\$1,288,300</b>	<b>\$1,333,605</b>

**Objective**

The objective of this work element is to assist employers, organizations, and local jurisdictions with the development of Transportation Demand Management (TDM) programs for their employees.

Emphasis in FY 2020 is on continuing to grow employer and employee participation in iCommute programs and services.

**Previous Accomplishments**

In FY 2019, staff successfully worked with employers of all sizes across the region to develop and implement commuter programs for their employees which included a Try Transit program, a Vanpool Marketing Campaign, and carpool ridematching.

**Justification**

TDM is an important component of San Diego Forward: The 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing vehicle miles traveled and greenhouse gas emissions, and increasing travel choices in the region.

**Project Manager:** Deborah Jones, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	80	<p><b>Task Description:</b> Assist employers, organizations, and local jurisdictions with the development and implementation of commuter programs that reduce single occupancy vehicle trips</p> <p><b>Product:</b> Increase from 255 employers to 307 employers offering commuter benefits to their employees; increase in the number of employees using commute alternatives</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	5	<p><b>Task Description:</b> Manage and maintain employer accounts in Salesforce</p> <p><b>Product:</b> Current database of employer accounts with data on employee mode share and commuter program offerings</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Transition Carpool Incentive Pilot to an ongoing program; administer the incentive program and monitor results</p> <p><b>Product:</b> Quarterly summaries of total incentivized carpool trips (goal of 200 trips)</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Increase the number of employers who offer commuter benefits to their employees. Encourage and support employers in their efforts to reduce single occupancy vehicle commute trips.

**Work Element: 3310703 Transportation Demand Management – Program and Service Delivery**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$257,313	\$296,125	\$374,018
Other Direct Costs	\$29,579	\$49,000	\$23,500
Materials and Equipment	\$50,153	\$370,000	\$602,000
Contracted Services	\$7,675	\$122,000	\$30,000
<b>Total</b>	<b>\$344,720</b>	<b>\$837,125</b>	<b>\$1,029,518</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$320,170	\$502,125	\$1,013,518
California State DMV Vehicle Registration Fee	\$0	\$307,000	\$0
<i>FasTrak</i> ® Revenues	\$16,367	\$19,000	\$10,667
<i>TransNet</i> New MC Transit Ops	\$8,183	\$9,000	\$5,333
<b>Total</b>	<b>\$344,720</b>	<b>\$837,125</b>	<b>\$1,029,518</b>

### Objective

The objective of this work element is to assist with managing the demand of the regional transportation system by providing commuter programs and services that promote transportation alternatives to driving alone.

Emphasis in FY 2020 will be on continuing improvements to bike parking facilities; administering the Bike Parking program and the Guaranteed Ride Home (GRH) program; providing Park & Ride coordination; and providing customer service to commuters regionwide.

### Previous Accomplishments

FY 2019 accomplishments included administering the GRH and Bike Parking programs through Salesforce; developing GRH program recommendations for FY 2020 as part of the Commuter Services Programs Strategic Plan; performing bike locker upgrades and maintenance; conducting Park & Ride coordination; and providing customer service.

### Justification

TDM is an important component of San Diego Forward: The 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing vehicle miles traveled and greenhouse gas emissions, and increasing travel choices in the region.

**Project Manager:** Rose Farris, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Complete the Commuter Services Programs Strategic Plan that will recommend operational improvements for the GRH and Bike Parking Programs <b>Product:</b> Commuter Services Program Strategic Plan <b>Completion Date:</b> 8/1/2019
2	20	<b>Task Description:</b> Administer the Regional Bike Parking Program per the standard operating procedures and implement recommendations from the Commuter Services Programs Strategic Plan <b>Product:</b> Salesforce records and reports <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Administer the GRH program per the standard operating procedures and implement recommendations from the Commuter Services Programs Strategic Plan <b>Product:</b> Salesforce records and reports <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Perform bike locker maintenance and upgrade all remaining mechanical bike lockers to electronic bike parking facilities to improve operations of the Regional Bike Parking Program <b>Product:</b> Upgraded bike parking facilities <b>Completion Date:</b> 6/30/2020
5	20	<b>Task Description:</b> Assist the public, iCommute program participants, partners, and stakeholders via phone or web inquiries <b>Product:</b> Salesforce records and reports <b>Completion Date:</b> 6/30/2020
6	5	<b>Task Description:</b> Conduct Park & Ride coordination and launch Park & Ride interactive map on the iCommute website <b>Product:</b> Park & Ride geographic information services database and public information <b>Completion Date:</b> 6/30/2020

### Future Activities

Future activities include completing Bike Parking program recommendations and GRH program recommendations for FY 2021 as part of the Commuter Services Programs Strategic Plan; recommending operational improvements for the Bike Parking program; performing ongoing bike locker maintenance; conducting Park & Ride coordination; and providing customer service.



**Work Element: 3310704 Transportation Demand Management – Regional Vanpool Program****Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$177,700	\$201,659	\$225,486
Other Direct Costs	\$175	\$10,000	\$10,000
Contracted Services	\$3,269,761	\$3,850,000	\$4,050,000
<b>Total</b>	<b>\$3,447,636</b>	<b>\$4,061,659</b>	<b>\$4,285,486</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$3,447,636	\$4,061,659	\$4,285,486
<b>Total</b>	<b>\$3,447,636</b>	<b>\$4,061,659</b>	<b>\$4,285,486</b>

**Objective**

The objective of this work element is to administer the Regional Vanpool Program and complete the annual Federal Transit Administration (FTA) National Transit Database (NTD) reporting.

Emphasis in FY 2020 will be on increasing the vanpool program participation and conducting a study that evaluates new operational models that leverage technology to improve program performance.

**Previous Accomplishments**

Accomplishments in FY 2019 include conducting outreach to expand and sustain the number of vanpools in the region; procuring and executing a new five-year contract for vanpool program operations; transitioning vanpool program reporting and monitoring to Salesforce; completing the annual NTD report to the FTA and the annual program audit with no findings.

**Justification**

TDM is an important component of San Diego Forward: The 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing vehicle miles traveled and greenhouse gas emissions, and increasing travel choices in the region.

**Project Manager:** Michelle Porter, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Prepare annual NTD report to FTA; assist with the preparation of the program audit <b>Product:</b> Final NTD report, program audit, and closure report <b>Completion Date:</b> 1/31/2020
2	30	<b>Task Description:</b> Conduct a vanpool program analysis and develop a strategic plan for future program administration, this includes assessing existing operations and the feasibility of new operational models that leverage technology and meet changing demands <b>Product:</b> Vanpool strategic plan with recommendations for program improvements and new operational models <b>Completion Date:</b> 3/31/2020
3	60	<b>Task Description:</b> Administer Regional Vanpool Program including vendor management, outreach and education, customer service, performance monitoring and reporting. Increase vanpools from 688 to 715 <b>Product:</b> Reports on vanpool participation and vehicle miles reduced; regular coordination meetings with vendors; outreach and customer support for vanpool participants <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to expand the number of vanpools operating in the region; implement recommendations from the vanpool program analysis and strategic plan completed in FY 2020.

**Work Element: 3310711 Transportation Demand Management – Outreach Program**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$296,366	\$336,038	\$318,413
Other Direct Costs	\$379	\$200,000	\$200,000
Contracted Services	\$368,070	\$283,589	\$289,000
Pass-Through to Other Agencies	\$47,018	\$60,000	\$60,000
<b>Total</b>	<b>\$711,833</b>	<b>\$879,627</b>	<b>\$867,413</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Congestion Management Air Quality (CMAQ)	\$711,833	\$879,627	\$867,413
<b>Total</b>	<b>\$711,833</b>	<b>\$879,627</b>	<b>\$867,413</b>

### Objective

The objective of this work element is to manage the public outreach, communications, and marketing of Transportation Demand Management (TDM) programs and services.

Emphasis in FY 2020 will be on planning and coordinating campaigns and events such as Rideshare Week, Bike to Work Day, GO by BIKE Mini-Grants, and bike education services to engage and encourage employer, school, and public participation in programs that promote transportation alternatives to driving alone.

### Previous Accomplishments

In FY 2019, staff administered the annual Bike to Work Day campaign and the GO by BIKE Mini Grant program; annual Rideshare Week campaign; bike education program for employers and schools; iCommute social media management; a military carpool campaign, and a regional vanpool program marketing campaign.

### Justification

TDM is an important component of San Diego Forward: The 2015 Regional Plan and contributes to improving mobility through congestion reduction, meeting regional air quality goals by reducing vehicle miles traveled and greenhouse gas emissions, and increasing travel choices in the region.

**Project Manager:** Jay Faight, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Plan and implement the annual Rideshare campaign <b>Product:</b> Promotional campaign held in support of National Rideshare Week <b>Completion Date:</b> 12/31/2019
2	15	<b>Task Description:</b> Plan and implement the annual Bike to Work Day event <b>Product:</b> Annual Bike to Work Day event <b>Completion Date:</b> 5/31/2020
3	10	<b>Task Description:</b> Administer the GO by BIKE Mini-Grant program <b>Product:</b> Executed Mini Grant agreements and events <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Coordinate the Bike Education program to include safety classes, tune ups, and group rides with employers and schools <b>Product:</b> Active transportation education courses for employers and schools <b>Completion Date:</b> 6/30/2020
5	25	<b>Task Description:</b> Coordinate TDM program marketing activities that increase TDM awareness and participation by employers and commuters to include website management, social media, incentive program management, and a brand refresh <b>Product:</b> Marketing materials, incentives and promotions; updated website content; and social media posts/campaigns <b>Completion Date:</b> 6/30/2020
6	10	<b>Task Description:</b> Partnership development and management to include coordinated promotions with transportation service providers (Metropolitan Transit System, North County Transit District, Uber, Lyft, etc.) <b>Product:</b> Sponsor/partner support (cash and in-kind) of TDM campaigns and events <b>Completion Date:</b> 6/30/2020

### Future Activities

Continued coordination of regional TDM promotional campaigns; ongoing promotion of TDM programs and services to employers, schools, and commuters; ongoing administration of the GO by BIKE Mini Grant program; web updates to improve search results.

**Work Element: 3310713 NEW – Transportation Demand Management Mobility Hub Pilot**  
**Area of Emphasis: Project Implementation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Other Direct Costs	\$0	\$0	\$25,000	\$0	\$25,000
Pass-Through to Other Agencies	\$0	\$0	\$0	\$475,000	\$475,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$475,000</b>	<b>\$500,000</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
California State DMV Vehicle Registration Fee	\$0	\$0	\$25,000	\$175,000	\$200,000
Contribution from Local Cities or Member Agencies	\$0	\$0	\$0	\$300,000	\$300,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$475,000</b>	<b>\$500,000</b>

*Note: The North County Transit District (NCTD) will contribute \$300,000 to the project.*

### Objective

The objective of this work element is to plan, deploy, and monitor mobility hub pilot projects aimed at expanding shared mobility travel choices, enhancing trunkline transit connections, and reducing single-occupant vehicle miles traveled (VMT).

Emphasis in FY 2020 will be to implement the COASTER microtransit and SPRINTER micromobility pilots with selected shared mobility providers, continue marketing and outreach, and monitor pilot performance.

### Previous Accomplishments

In FY 2018, the Regional Mobility Hub Strategy was completed as part of San Diego Forward: The 2015 Regional Plan. The strategy recommended deployment of small-scale pilots to test implementation of mobility hub services and amenities that seek to enhance connections to transit beyond the first/last mile. In FY 2019, SANDAG collaborated with partner agencies including NCTD to plan for pilot deployment and prepare a marketing approach.

### Justification

Implementation of mobility hub pilots is a direct outcome of the SANDAG Regional Mobility Hub Strategy. The Strategy identified specific steps both public and private entities could take to pilot mobility hub services and amenities in partnership. NCTD is supplying funds to assist with pilot deployment costs.

**Project Manager:** Marisa Mangan, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Regional Planning Technical Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Implement marketing plan inclusive of pilot goals in coordination with NCTD and other partner agencies. Monitor effectiveness of marketing strategies <b>Product:</b> Quarterly summary of marketing activities <b>Completion Date:</b> 6/30/2020
2	50	<b>Task Description:</b> Implement COASTER microtransit and SPRINTER micromobility pilot scopes of work and dispense rider subsidies for the new services <b>Product:</b> COASTER microtransit and SPRINTER micromobility service implementation and rider subsidy distribution <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Monitor progress of COASTER microtransit pilot (goal of 100 new average daily riders) and SPRINTER micromobility pilot (goal to be determined) and quantify impacts on NCTD ridership <b>Product:</b> Quarterly pilot performance summaries <b>Completion Date:</b> 6/30/2020

### Future Activities

Assess mobility hub pilot progress and impacts on transit ridership, single occupant vehicle trip reduction, and employer willingness to partner on pilot marketing and sustainment. Determine whether the pilots should be converted to long-term programs.

**Work Element: 3311700 Transportation Performance Monitoring and Reporting**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$112,033	\$106,181	\$111,471
Other Direct Costs	\$3,837	\$4,500	\$5,500
Contracted Services	\$0	\$8,400	\$10,000
<b>Total</b>	<b>\$115,870</b>	<b>\$119,081</b>	<b>\$126,971</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Major Corridors Program	\$115,870	\$119,081	\$126,971
<b>Total</b>	<b>\$115,870</b>	<b>\$119,081</b>	<b>\$126,971</b>

### Objective

The objective of this work element is to provide regular and ongoing monitoring reports on regional transportation performance to various agency stakeholders. In accordance with the *TransNet* Extension Ordinance, the State of the Commute Report serves as the primary transportation performance report for the San Diego region.

Emphasis in FY 2020 will be on conducting transportation data collection, assessment, and analysis activities; developing the 2019 State of the Commute Report based on recommendations from the *TransNet* Ten-Year Review and 2018 Triennial Performance Audit and developing and monitoring 2020 Federal Moving Ahead for Progress in the 21st Century Act (MAP-21) performance targets.

### Previous Accomplishments

Accomplishments in FY 2019 include collection of regional transportation performance data; coordination with other regional performance reporting activities, including San Diego Forward: The 2015 Regional Plan, Regional Plan Performance Monitoring Report; project progress updates to the Independent Taxpayer Oversight Committee (ITOC); completion of the State of the Commute report; and establishment of annual regional performance targets for traffic safety, bridge and pavement condition, and roadway travel reliability.

### Justification

The State of the Commute report is a requirement of the *TransNet* Extension Ordinance. The report documents how freeway, transit, and some local arterial network systems are performing, identifies transportation performance bottlenecks, and documents the effects and benefits associated with completed *TransNet* or other capital project investments. Per federal MAP-21/Fixing America's Surface Transportation (FAST) Act legislation, performance monitoring and reporting for various transportation measures (safety, bridge, pavement, congestion) is required as an ongoing effort.

**Project Manager:** Ellison Alegre, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Independent Taxpayer Oversight Committee  
San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Oversee and coordinate the development and release of the annual State of the Commute Report <b>Product:</b> Draft report (April 30, 2020); final report (May 31, 2020) <b>Completion Date:</b> 5/31/2020
2	60	<b>Task Description:</b> Conduct transportation data collection, assessment, and analysis for ITOC, State of the Commute Report, and other performance monitoring efforts, per recommendations of the <i>TransNet</i> Ten-Year Review and 2018 Triennial Performance Audit <b>Product:</b> Ongoing data analysis, ad-hoc reports as needed. <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Monitor and assess data collection and reporting efforts for federal performance monitoring efforts per MAP-21/FAST Act legislation <b>Product:</b> Ongoing quarterly reports for MAP-21/FAST Act implementation activities <b>Completion Date:</b> 6/30/2020

### Future Activities

Future activities include ongoing data collection and analysis on a corridor or project-specific level to monitor, track, and evaluate the effects and benefits of transportation projects; continued coordination and collaboration with local, state, and federal partners on MAP-21/FAST Act performance management and reporting; ongoing efforts to improve assessment and reporting of transportation performance using data analytics and/or business intelligence technology solutions.



**Work Element: 3311800 Connected Vehicle Deployment Program****Area of Emphasis: Project Implementation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$482,590	\$228,572	\$251,100	\$87,965	\$1,050,227
Other Direct Costs	\$12,079	\$10,341	\$20,000	\$0	\$42,420
Contracted Services	\$99,864	\$82,599	\$230,000	\$540,000	\$952,463
<b>Total</b>	<b>\$594,533</b>	<b>\$321,512</b>	<b>\$501,100</b>	<b>\$627,965</b>	<b>\$2,045,110</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
TransNet Major Corridors Program	\$524,533	\$101,512	\$201,100	\$427,965	\$1,255,110
California State DMV Vehicle Registration Fee	\$70,000	\$220,000	\$300,000	\$200,000	\$790,000
<b>Total</b>	<b>\$594,533</b>	<b>\$321,512</b>	<b>\$501,100</b>	<b>\$627,965</b>	<b>\$2,045,110</b>

**Objective**

The objective of this work element is to plan for Connected Vehicle Deployments, including conducting studies and developing deployment plans for the San Diego region. The studies and deployment plans will identify the infrastructure, operations and maintenance requirements, and determine the funding necessary to deliver this safety technology to the local jurisdictions.

Emphasis in FY 2020 will be on developing plans that support local agency efforts to phase their connected vehicle implementations.

**Previous Accomplishments**

Testing continued throughout FY 2019 on the San Diego Autonomous Vehicle Proving Grounds (AVPG); operating agreements were executed with two public agencies (Caltrans and City of Chula Vista) to appoint SANDAG as a contracted cost recovery administrator for all AVPG activities. Staff have continued to engage with federal and state agencies and industry to inform planning and development of the local connected vehicle platform.

**Justification**

Connected and autonomous vehicles will play a significant role in delivering the region's vision for our transportation system as described in San Diego Forward: The 2015 Regional Plan. This work element is focused on strategic planning; partnerships; coordination; systems development; and deployment of innovative solutions that seek to improve mobility; reduce congestion and greenhouse gas emissions. Managed correctly, connected and autonomous vehicles provide a platform for improving mobility through advanced technologies that are broadly recognized as significantly improving roadway performance, increasing safety, and providing environmental benefits.

**Project Manager:** Peter Thompson, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** Cities/County Transportation Advisory Committee  
San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Lead the creation of a deployment assessment framework aimed at enabling local agencies to implement a phased capital program that deploys connected vehicle infrastructure across the local road network <b>Product:</b> Deployment Criteria Framework <b>Completion Date:</b> 2/28/2020
2	20	<b>Task Description:</b> Deliver a big-data visualization tool over the deployment framework, such that local agency safety, mobility, and climate action goals can be communicated <b>Product:</b> Criteria Visualization Tool <b>Completion Date:</b> 4/30/2020
3	45	<b>Task Description:</b> Lead development of a Concept of Operations for connected vehicle infrastructure <b>Product:</b> Concept of Operations <b>Completion Date:</b> 5/31/2020
4	25	<b>Task Description:</b> Develop Connected Vehicle Business Plan <b>Product:</b> Connected Vehicle Business Plan <b>Completion Date:</b> 6/15/2020

### Future Activities

As more connected vehicle applications are published by the International Standards Organizations and built by industry, staff will lead design, development, and implementation of a connected vehicle "reference site(s)" in partnership with local agencies to provide opportunities to review and evaluate the new or improved capabilities. Continue to support local agencies with connected vehicle planning and pilot deployments. Continue facilitating a Smart Regional Mobility Coordination group and assist member agencies with data sharing standards, and policy development. Funding has been set aside for these efforts.

**Group Program Title: 3320000 Transit Service Planning (Group Program)**

**Area of Emphasis: Project Implementation**

---

**Group Objective**

The objective of this group program is to support transit planning projects, including grant administration and monitoring, short-range transit planning, and regional transit project development. The following projects – Work Element Project Nos. 3320100 through 3321400 – provide more details regarding specific activities and progress to be made over the next fiscal year.

**Work Element: 3320100 Short-Range Transit Service Activities**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$358,708	\$348,071	\$349,974
Other Direct Costs	\$6,224	\$16,300	\$8,800
Contracted Services	\$26,286	\$281,000	\$0
Pass-Through to Other Agencies	\$164,309	\$167,646	\$173,711
<b>Total</b>	<b>\$555,527</b>	<b>\$813,017</b>	<b>\$532,485</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$370,000	\$450,000	\$375,000
TDA Planning/Administration	\$92,500	\$301,608	\$107,485
TransNet Administration (1%)	\$93,027	\$61,409	\$50,000
<b>Total</b>	<b>\$555,527</b>	<b>\$813,017</b>	<b>\$532,485</b>

### Objective

The objective of this work element is to fulfill the short-range transit planning functions of SANDAG, including the Regional Short-Range Transit Plan & Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan), Transportation Development Act (TDA) performance monitoring, Federal Title VI monitoring and reporting, fare policy development, and fare setting; preparing annual *TransNet* Major Corridor Transit Operations Program operations and maintenance funding plan; preparing transit area studies, operations plans, and planning input for *TransNet* projects; providing assistance to transit operators; and overseeing the Consolidated Transportation Services Agency (CTSA).

Emphasis in FY 2020 will be on integrating the near-term action items from the Specialized Transportation Strategic Plan and from San Diego Forward: The 2015 Regional Plan (2015 Regional Plan) into the Short-Range Transit Plan component of the Coordinated Plan.

### Previous Accomplishments

The Coordinated Plan is funded through this project and is completed bi-annually with the last version completed in 2018. A Specialized Transportation Strategic Plan was completed in FY 2019. In FY 2004, the Regional Fare Policy and fare structure were developed and subsequent changes have been made in 2007, 2009, 2012, 2014, and 2019. Triennial Title VI Update Reports (FY 2018) and as-needed analyses of fare and service changes are managed from this work element. The FY 2019 Triennial TDA performance audits and annual reporting of transit operator performance monitoring were completed. Planning services were provided on behalf of the operators.

### Justification

Federal transit law requires that projects selected for funding under the Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) Program be "included in a locally developed, coordinated public transit-human services transportation plan," and that the plan be "developed and approved through a process that includes participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers and other members of the public" utilizing transportation services. Additionally, the Federal Transit Administration (FTA) Title VI Circular requires Triennial Program Updates as well as analyses of any fare or major service change. TDA statutes require triennial performance audits and annual performance monitoring of services. The project also provides a five-year blueprint to implement the transit services identified in the 2015 Regional Plan, as well as integrates the near-term action item into the Short-Range Transit Plan component of the Coordinated Plan.

**Project Manager:** Brian Lane, Land Use / Transportation Planning Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Coordinated Transit & Human Services Transportation Plan Working Group  
 Regional Short-Range Transit Planning Task Force  
 Social Services Transportation Advisory Council

#### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	5	<b>Task Description:</b> Coordinate the FTA Section 5310 process for the rural San Diego region, including facilitation of the Local Review Committee <b>Product:</b> Final grant package to Caltrans including copies of applications, local priority list, and required forms <b>Completion Date:</b> 4/30/2020
2	20	<b>Task Description:</b> Provide liaison for bi-monthly Social Services Transportation Advisory Committee (SSTAC) and attend other coordination meetings, including but not limited to monthly Full Access and Coordinated Transportation Board meetings, North County Transit District (NCTD) Accessible Transit, Metropolitan Transit System (MTS) Accessible Transit, and Council on Mobility. Manage SANDAG role in FTA Section 5310 Rural Grant Program, and coordinate public hearings required by SSTAC; provide oversight of CTSA <b>Product:</b> Minutes, agendas, and Transportation Committee/Board of Directors reports, as required; SSTAC agendas are produced bi-monthly <b>Completion Date:</b> 6/30/2020
3	45	<b>Task Description:</b> Conduct the FY 2020 update to the Coordinated Plan; integrate study findings from Specialized Transportation Strategic Plan and from the 2015 Regional Plan; conduct cost analysis of comprehensive specialized transportation network <b>Product:</b> Coordinated Plan – draft (April 30, 2020) and final (June 30, 2020) <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Monitor transit performance for TDA and <i>TransNet</i> projects. Complete annual plan for the operations and maintenance of the New Major Corridor Transit Operations Program; make recommendations on possible service changes to regional services and new <i>TransNet</i> services. <b>Product:</b> Quarterly monitoring reports and service design studies, as required; annual report on <i>TransNet</i> Transit Operations to Transportation Committee and Board of Directors in January 2020; and annual TDA Performance Report in May 2020 <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Manage regional fare structure, including fare levels, fare policy, and revenue sharing; coordinate transit operational issues among SANDAG, NCTD, and MTS, including preparing transit area studies, operations plans, and planning input for <i>TransNet</i> projects <b>Product:</b> Meeting agendas and minutes; study reports/plans, Transportation Committee reports, and fare ordinance amendments, as needed <b>Completion Date:</b> 6/30/2020

#### Future Activities

Continue to fulfill the short-range transit planning functions of SANDAG, including preparation of the Coordinated Plan, TDA performance monitoring, Federal Title VI monitoring and reporting, fare policy development, and fare setting; prepare annual *TransNet* plan for the operations and maintenance of the New Major Corridor Transit Services; produce cost analysis for a Long-Term Specialized Transportation Strategy; prepare transit area studies, operations plans, and planning input for *TransNet* projects; provide assistance to transit operators; and oversee the CTSA.

**Work Element: 3320200 Specialized Transportation Grant Program**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$186,921	\$254,490	\$282,320
Other Direct Costs	\$7,230	\$5,000	\$2,700
Contracted Services	\$3,515	\$5,000	\$15,000
<b>Total</b>	<b>\$197,666</b>	<b>\$264,490</b>	<b>\$300,020</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA 5310 Enhanced Mobility of Seniors & Individuals with Disabilities	\$196,632	\$134,490	\$170,020
JARC/New Freedom SAFETEA-LU (5316/7)	\$1,034	\$0	\$0
<i>TransNet</i> Senior Grants Program Monitoring	\$0	\$130,000	\$130,000
<b>Total</b>	<b>\$197,666</b>	<b>\$264,490</b>	<b>\$300,020</b>

### Objective

The objective of this work element is to administer grants for the Federal Transit Administration (FTA) Enhanced Mobility of Seniors and Individuals with Disabilities Grant Program (FTA Section 5310) and *TransNet* Senior Mini-Grant Program.

Emphasis in FY 2020 will be on writing the FTA Grant for Section 5310 funding, executing grants with successful applicants of the Cycle 10 call for projects, developing enhanced grant monitoring and reporting procedures, and preparing for future competitive funding cycles.

### Previous Accomplishments

Since 2006, SANDAG has administered ten competitive cycles to distribute specialized transportation funds, including funds through the former FTA New Freedom and Job Access and Reverse Commute grant programs, the current Section 5310 Grant Program, and the *TransNet* Senior Mini-Grant program. In FY 2019, SANDAG awarded approximately \$7 million in Specialized Transportation Grant Program funding through the Cycle 10 call for projects.

### Justification

As the designated recipient of FTA Section 5310 grant funds and administrator of *TransNet* funds, SANDAG is responsible for the management/oversight of the Section 5310 and Senior Mini-Grant Programs. Grant administration includes distributing grant funds; complying with local, state, and federal regulations; monitoring grantee performance and compliance; monitoring rolling stock; and performing various reporting.

**Project Manager:** Jack Christensen, Land Use / Transportation Planning Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Independent Taxpayer Oversight Committee  
Social Services Transportation Advisory Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<p><b>Task Description:</b> Develop and submit FTA Section 5310 Grant Program application for Cycle 10 funded projects; execute grant agreements with subrecipients; procure vehicles on behalf of subrecipients</p> <p><b>Product:</b> FTA award; grant and vehicle lease agreements; completed procurement of vehicles</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	35	<p><b>Task Description:</b> Evaluate and refine grant program management procedures; coordinate with other SANDAG grant programs to seek opportunities for greater efficiencies, streamlining, and consistency; explore software solutions for fiscal management and performance monitoring; highlight program outcomes via various media outlets</p> <p><b>Product:</b> Updated Monitoring Checklist and Program Management Plan (May 31, 2020); Grants Coordination Team monthly meeting agendas and summaries; initial database/tracking enhancement options (December 31, 2019); website updates and program marketing material (ongoing)</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Continue monitoring grantee progress and performance</p> <p><b>Product:</b> Completed monitoring checklists and vehicle audits, budget tracking worksheets, subrecipient Title VI Plans, and quarterly grant status update reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	35	<p><b>Task Description:</b> Update evaluation criteria and develop call for project materials for Cycle 11 of grant funding</p> <p><b>Product:</b> Call for project materials; staff reports and presentations</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Future activities include administering the competitive process for the next grant cycle and continuing to monitor and report on grantee performance and rolling stock.

**Work Element: 3320300 Passenger Counting Program****Area of Emphasis: Project Implementation**

<b>Project Expenses</b>			
	<b>FY 2018 Actual</b>	<b>FY 2019 Estimated Actual</b>	<b>FY 2020 Budget</b>
Salaries, Benefits, Indirect	\$127,408	\$170,166	\$167,719
Other Direct Costs	\$1,426	\$4,000	\$4,000
Materials and Equipment	\$3,791	\$2,000	\$2,000
Contracted Services	\$77,914	\$77,914	\$77,914
<b>Total</b>	<b>\$210,539</b>	<b>\$254,080</b>	<b>\$251,633</b>
<b>Annual Project Funding</b>			
	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
FTA (5307) Transit Planning	\$168,431	\$175,000	\$175,000
TDA Planning/Administration	\$42,108	\$79,080	\$76,633
<b>Total</b>	<b>\$210,539</b>	<b>\$254,080</b>	<b>\$251,633</b>

**Objective**

The objective of this work element is to undertake the regional Passenger Counting Program (PCP) that fulfills a Federal Transit Administration (FTA) requirement for the transit operators and provides data required for local transit planning and performance monitoring. This project also manages the Trolley and SPRINTER ridership estimation counts and other minor surveys.

Emphasis in FY 2020 will be on improving data collection and accuracy and completing the procurement process to select a new vendor to conduct passenger counting surveys.

**Previous Accomplishments**

The PCP, Trolley, and SPRINTER count programs have been in operation for many years, providing FTA-required data as well as data for the Metropolitan Transit System, North County Transit District (NCTD), and SANDAG transit planning activities. Passenger counting staff have implemented the use of Samsung tablets to perform passenger counting duties.

**Justification**

Data returned from the PCP, Trolley, and SPRINTER counts fulfill FTA requirements and provides data required for local transit planning and performance monitoring.

**Project Manager:** Lisa Madsen, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** None



## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<b>Task Description:</b> Undertake regional PCP <b>Product:</b> Passenger count database updated daily with Automated Passenger Counting (APC) data and periodically with manual count data <b>Completion Date:</b> 6/30/2020
2	20	<b>Task Description:</b> On a monthly basis, update Trolley and SPRINTER passenger estimation counts using APC derived data and fare surveys <b>Product:</b> Monthly passenger count reports <b>Completion Date:</b> 6/30/2020
3	10	<b>Task Description:</b> Conduct other counts and surveys, as needed <b>Product:</b> Summary reports for planning, modeling, and marketing staff <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Procure new contract for the maintenance, support, and hosting of passenger counting data <b>Product:</b> A new contract for the maintenance, support, and hosting of the PCP, to go into effect in July 2020; Interim Deadlines/Deliverables: Quarter 1 – Draft Request for Proposals (RFP); Quarter 2 – Release RFP, receive proposals, interview prospective firms; Quarter 3 – Negotiate Best and Final Offers, select successful proposer; and Quarter 4 – Execute contract <b>Completion Date:</b> 6/30/2020

### Future Activities

This is an ongoing program that fulfills FTA requirements. The PCP will continue, and the new maintenance, support and hosting contract will begin in July 2020. Additionally, the NCTD COASTER APC program will be fully integrated with the passenger counting software program.

**Work Element: 3321000 2021 Regional Transportation Plan Transit Plan – Advance Planning**  
**Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$180,032	\$133,577	\$224,743
Other Direct Costs	\$1,124	\$15,596	\$0
Contracted Services	\$163,387	\$291,904	\$300,000
<b>Total</b>	<b>\$344,543</b>	<b>\$441,077</b>	<b>\$524,743</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$242,800	\$240,000	\$350,000
Planning, Programming and Monitoring (PPM) Program	\$41,043	\$140,000	\$40,000
TDA Planning/Administration	\$60,700	\$61,077	\$134,743
<b>Total</b>	<b>\$344,543</b>	<b>\$441,077</b>	<b>\$524,743</b>

### Objective

The objective of this work element is to begin planning the development of transit projects included in San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and to coordinate with local jurisdictions to ensure transit options are considered and preserved.

Emphasis in FY 2020 will be on the conceptual planning, site-development, and technology innovations that can feed into the development of transit projects that are prioritized in the 2021 Regional Plan.

### Previous Accomplishments

Completed the Advanced Technology Urban Area Transit Strategy (ATUATS), which was utilized to update the 2011 Urban Area Transit Strategy with an emphasis on how technology advances impact the network. The ATUATS developed a market segmentation study that identified how travel behavior and technology influences the use of transit projects, network development and modeling for the Regional Plan, and a Private-Public Partnership analysis for microtransit development in the San Diego region.

### Justification

This project focuses on developing transit priority projects to be identified in the 2021 Regional Plan.

**Project Manager:** Jennifer Williamson, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Ongoing planning support and analysis for cities in developing transit corridors <b>Product:</b> Staff technical support <b>Completion Date:</b> 3/31/2020
2	15	<b>Task Description:</b> Ongoing development of projects in the Purple Line corridor including coordination with the City of San Diego on the SDCCU Stadium site <b>Product:</b> Work with the City of San Diego and San Diego State University on the development of the Purple Line Corridor through the SDCCU Stadium site <b>Completion Date:</b> 5/31/2020
3	50	<b>Task Description:</b> Further refine project list for further development <b>Product:</b> Priority projects ranked for further development (advanced planning). <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Ongoing work on airport transit planning studies to support development of a new intermodal transit center and people mover <b>Product:</b> Project development, technical assistance, environmental, subcommittee support <b>Completion Date:</b> 6/30/2020

### Future Activities

Project development for 2021 Regional Plan priorities. This could include an analysis of pilot projects, technology studies, airport studies, and jurisdictional priorities.

**Work Element: 3321400 Enhanced Mobility for Seniors and Disabled Pass Through**  
**Area of Emphasis: Project Implementation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Other Direct Costs	\$6	\$2,534,584	\$739,196	\$3,042,103	\$0	\$6,315,889
Pass-Through to Other Agencies	\$1,327,824	\$957,856	\$1,329,818	\$1,515,529	\$912,743	\$6,043,770
<b>Total</b>	<b>\$1,327,830</b>	<b>\$3,492,440</b>	<b>\$2,069,014</b>	<b>\$4,557,632</b>	<b>\$912,743</b>	<b>\$12,359,659</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
FTA 5310 Enhanced Mobility of Seniors & Individuals with Disabilities	\$1,327,830	\$2,863,469	\$1,155,471	\$3,934,144	\$912,743	\$10,193,657
Other Local Funds	\$0	\$628,971	\$913,543	\$623,488	\$0	\$2,166,002
<b>Total</b>	<b>\$1,327,830</b>	<b>\$3,492,440</b>	<b>\$2,069,014</b>	<b>\$4,557,632</b>	<b>\$912,743</b>	<b>\$12,359,659</b>

### Objective

The objective of this work element is to facilitate pass-through funding for Federal Transit Administration (FTA) Section 5310 grants. The administration and oversight of these grants is funded separately in Work Element Project No. 3320200 Specialized Transportation Grant Program.

Emphasis in FY 2020 will be on procuring vehicles on behalf of grantees and providing funding to grantees for operating and mobility management projects.

### Previous Accomplishments

Projects awarded through the Cycle 8 process have been closed out and Cycle 9 projects are under way. Grantees now require oversight and monitoring visits to ensure compliance and adherence to funding regulations.

### Justification

This project facilitates the administration of the FTA Section 5310 Program (Enhanced Mobility of Seniors and Individuals with Disabilities).

**Project Manager:** Jack Christensen, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	35	<b>Task Description:</b> Pass-through Section 5310 funding for operating and mobility management projects <b>Product:</b> Pass-through funding through reimbursement on a monthly/quarterly basis <b>Completion Date:</b> 6/30/2020
2	65	<b>Task Description:</b> Purchase vehicles for Section 5310 grantees <b>Product:</b> Accessible vehicles procured on-behalf of subrecipients <b>Completion Date:</b> 6/30/2020

### Future Activities

Pass-through funding for operating and mobility management will continue along with future vehicle purchases.

**Work Element: 3321800 Planning for Operations of Mobility Hubs**  
**Area of Emphasis: Project Implementation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$18,621	\$18,804	\$2,336	\$39,761
Contracted Services	\$0	\$0	\$0	\$286,639	\$5,000	\$291,639
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,621</b>	<b>\$305,443</b>	<b>\$7,336</b>	<b>\$331,400</b>
In-kind Match	\$0	\$0	\$2,725	\$44,701	\$1,074	\$48,500
<b>Total Project Cost</b>						<b>\$379,900</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
FHWA Strategic Partnership for Sustainable Transportation	\$0	\$0	\$16,857	\$276,502	\$6,641	\$300,000
California State DMV Vehicle Registration Fee	\$0	\$0	\$1,764	\$28,941	\$695	\$31,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,621</b>	<b>\$305,443</b>	<b>\$7,336</b>	<b>\$331,400</b>
In-kind Match	\$0	\$0	\$2,725	\$44,701	\$1,074	\$48,500
<b>Total Project Cost</b>						<b>\$379,900</b>

*Note: In-kind match of \$48,500 will be provided by the City of Chula Vista.*

### Objective

The objective of this grant-funded work element is to develop a Concept of Operations for a mobility hub pilot project serving western Chula Vista. The mobility hub will feature shared, electric, connected and autonomous vehicle technologies, reducing access barriers and providing more mobility options for disadvantaged communities.

Emphasis in FY 2020 will be on developing the Concept of Operations, which will provide a plan for the deployment of a mobility hub in Chula Vista and help to inform future deployment of these technologies in the region.

### Previous Accomplishments

In FY 2019, SANDAG collected relevant data to understand baseline conditions and community needs and developed the project problem statements and project goals.

### Justification

This project would leverage the region's designation as an Autonomous Vehicle Proving Ground and advance the Regional Mobility Hub Strategy by demonstrating how shared mobility services and technology can increase access to transit, improve safety, and expand mobility choices.

**Project Manager:** Danielle Kochman, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Regional Planning Technical Working Group  
San Diego Traffic Engineers' Council  
Social Services Transportation Advisory Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Develop key performance indicators (KPIs) for monitoring pilot project progress and develop a mobility hub pilot project evaluation plan informed by the KPIs <b>Product:</b> KPIs and a project evaluation plan <b>Completion Date:</b> 10/31/2019
2	15	<b>Task Description:</b> Develop initial mobility hub concept <b>Product:</b> Exhibit illustrating initial mobility hub concept and memo describing how the selected mobility hub features and services address the problem statement and goals <b>Completion Date:</b> 12/31/2019
3	10	<b>Task Description:</b> Complete a Social Equity Analysis <b>Product:</b> Social Equity Analysis <b>Completion Date:</b> 3/31/2020
4	10	<b>Task Description:</b> Develop a strategy for community outreach, engagement, and education <b>Product:</b> Outreach, Engagement, and Education Plan <b>Completion Date:</b> 4/30/2020
5	5	<b>Task Description:</b> Project management and grant administration <b>Product:</b> Quarterly progress reports <b>Completion Date:</b> 6/30/2020
6	40	<b>Task Description:</b> Develop a Concept of Operations guided by the Caltrans Planning for Operations and Intelligent Transportation Systems process and aligned with the Systems Engineering Management Process <b>Product:</b> Draft and Final Concept of Operations <b>Completion Date:</b> 6/30/2020

## Future Activities

In FY 2021, the focus of this effort will be on preparing all the deliverables for the final grant submittal.

**Work Element: 3330700 TSM – Integrated Corridor Management Programs**  
**Area of Emphasis: Project Implementation**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$31,708	\$21,373	\$103,501	\$116,231	\$103,700	\$376,513
Other Direct Costs	\$194	\$1,690	\$2,000	\$0	\$1,500	\$5,384
Contracted Services	\$0	\$49,120	\$79,900	\$225,000	\$35,800	\$389,820
<b>Total</b>	<b>\$31,902</b>	<b>\$72,183</b>	<b>\$185,401</b>	<b>\$341,231</b>	<b>\$141,000</b>	<b>\$771,717</b>
Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
<i>TransNet</i> Major Corridors Program	\$31,902	\$44,433	\$113,151	\$341,231	\$141,000	\$671,717
Caltrans Public Transportation Account (PTA)	\$0	\$27,750	\$72,250	\$0	\$0	\$100,000
<b>Total</b>	<b>\$31,902</b>	<b>\$72,183</b>	<b>\$185,401</b>	<b>\$341,231</b>	<b>\$141,000</b>	<b>\$771,717</b>

### Objective

The objective of this work element is to coordinate with regional partners to develop regional Transportation System Management (TSM) strategies for implementation.

Emphasis in FY 2020 will be on supporting the advancement of TSM through the completion of a corridor Transportation System Management and Operations (TSMO) Concept of Operations; advance recommendations for San Diego Forward: The 2021 Regional Plan (2021 Regional Plan); and ongoing interagency management of the Interstate 15 (I-15) Integrated Corridor Management (ICM) System.

### Previous Accomplishments

In FY 2019, staff initiated the development of a scope of work for establishing a Regional TSMO Plan and secured funding through a Caltrans Strategic Partnership Grant to carry out the Regional TSMO Plan.

### Justification

TSM is an important component of the 2021 Regional Plan and contributes to improving mobility by reducing congestion and greenhouse gas emissions, providing more reliable travel options, and reducing travel delay. TSM projects such as the I-15 ICM seek to increase the efficiency of the region's transportation networks and systems through improved coordination of system management and operations, particularly across jurisdictional boundaries.

**Project Manager:** Alex Estrella, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Prepare one corridor TSMO Concept of Operations Report <b>Product:</b> Concept of Operations Report <b>Completion Date:</b> 4/30/2020
2	30	<b>Task Description:</b> Interagency coordination for management of the ICM Project <b>Product:</b> ICM project meetings materials, quarterly progress reports <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Coordinate with regional and local agency partners in the development of TSM Strategies <b>Product:</b> Quarterly progress reports <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Coordinate with regional and local agency partners and advance recommendations for the 2021 Regional Plan <b>Product:</b> Memos, meeting materials <b>Completion Date:</b> 6/30/2020

### Future Activities

Continued interagency coordination of the ICM project, and coordination with local agencies to promote TSM strategies.



**Work Element: 3331000 San Diego Regional Military Multimodal Access Strategy**  
**Area of Emphasis: Project Implementation**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$20,469	\$29,533	\$13,453	\$63,455
Other Direct Costs	\$7	\$687	\$0	\$0	\$694
Contracted Services	\$0	\$116,341	\$100,000	\$44,010	\$260,351
<b>Total</b>	<b>\$7</b>	<b>\$137,497</b>	<b>\$129,533</b>	<b>\$57,463</b>	<b>\$324,500</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
FHWA Strategic Partnership for Sustainable Transportation	\$6	\$109,998	\$103,626	\$45,970	\$259,600
TDA Planning/Administration	\$1	\$27,499	\$25,907	\$11,493	\$64,900
<b>Total</b>	<b>\$7</b>	<b>\$137,497</b>	<b>\$129,533</b>	<b>\$57,463</b>	<b>\$324,500</b>

### Objective

The objective of this grant-funded work element is to assemble and prioritize a list of projects, operational improvements, and programs that could be implemented to address traffic congestion at key military base and port access points and identify travel alternatives to driving alone.

Emphasis in FY 2020 will be on finalizing a strategy document and developing next steps for implementation with the San Diego Regional Military Working Group.

### Previous Accomplishments

Finalized recommended projects and programs, developed draft sorting tool, and draft strategy.

### Justification

The military presence in the San Diego region generates significant positive economic benefit while also creating considerable traffic congestion at key military base and port access points. Today, most military personnel and civilians accessing the region's military bases and the Port of San Diego drive alone. With increasing population and the national defense "Pivot to the Pacific," congestion is projected to worsen unless more sustainable transportation options are implemented. Traffic congestion at base and port access points impacts our national security, community livability and climate change.

**Project Manager:** April Petonak, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** San Diego Regional Military Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	75	<b>Task Description:</b> Implementation/next steps: the San Diego Regional Military Working Group will develop a set of recommendations to ensure the study leads towards implementation <b>Product:</b> Memo on next steps; final strategy document <b>Completion Date:</b> 12/1/2019
2	20	<b>Task Description:</b> Stakeholder/public involvement: the San Diego Regional Military Working Group will serve as the Project Advisory Group, meeting at least quarterly or as needed to advance the project <b>Product:</b> Meeting agendas, notes, and attendance; workshop reports <b>Completion Date:</b> 12/31/2019
3	5	<b>Task Description:</b> Project administration: Prepare quarterly reports summarizing progress, funds expended, and deliverables; track consultant invoices on monthly basis <b>Product:</b> Invoice packages and quarterly reports <b>Completion Date:</b> 1/31/2020

### Future Activities

This project is scheduled for completion in FY 2020.

**Work Element:** 3331100 Data Management Solution for Analytics

**Area of Emphasis:** Project Implementation

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$2,283	\$29,958	\$56,759	\$89,000
Other Direct Costs	\$0	\$0	\$500	\$500	\$1,000
Contracted Services	\$0	\$0	\$106,000	\$254,000	\$360,000
<b>Total</b>	<b>\$0</b>	<b>\$2,283</b>	<b>\$136,458</b>	<b>\$311,259</b>	<b>\$450,000</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
FHWA Strategic Partnership for Sustainable Transportation	\$0	\$1,827	\$109,166	\$249,007	\$360,000
TDA Planning/Administration	\$0	\$456	\$27,292	\$62,252	\$90,000
<b>Total</b>	<b>\$0</b>	<b>\$2,283</b>	<b>\$136,458</b>	<b>\$311,259</b>	<b>\$450,000</b>

### Objective

The objective of this grant-funded project is to establish a data governance and management program to support ongoing Transportation System Performance Monitoring and Traffic Systems Management and Operations (TSMO) activities.

Emphasis in FY 2020 will be on developing and implementing a standards-based data governance and management program, as well as developing an initial implementation roadmap for the implementation of a data management solution for analytics that leverages the new data governance framework.

### Previous Accomplishments

In FY 2019, coordinated activities to procure an Information Technology consultant to lead the development of the data governance strategy. Initial activities included the completion of initial data governance training; assessment of selected agency data inputs; and development of the data governance strategy and operating framework.

### Justification

The purpose of the project is to develop a standards-based data governance and data management program to support ongoing performance monitoring and reporting activities, including Moving Ahead for Progress in the 21st Century (MAP-21)/Fixing America's Surface Transportation (FAST) Act mandates; State of the Commute; and TSMO; to ensure data is managed in accordance with policies and best practices. The initial data governance and management activities performed under this project will eventually guide all other data management functions across the organization, and will align people, processes and technology in support of agency goals.

**Project Manager:** Ellison Alegre, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Data governance and management: define initial data governance strategy <b>Product:</b> Data governance principles and policies, organizational change management, issue management, regulatory compliance requirements, SANDAG Board policy requirements <b>Completion Date:</b> 9/30/2019
2	25	<b>Task Description:</b> Data governance and management: Implement initial data governance concepts <b>Product:</b> Data governance procedures, business glossary, enterprise architecture and data architecture, data asset valuation <b>Completion Date:</b> 10/31/2019
3	35	<b>Task Description:</b> Data governance and management: implement data acquisition and management practices <b>Product:</b> Data quality and accessibility policies and procedures, data standardization and integration requirements, data collection efficiency requirements, final data governance report to Caltrans <b>Completion Date:</b> 12/31/2019
4	20	<b>Task Description:</b> Develop an implementation strategy for a data management solution for analytics, including an approach to data integration and a framework for system design <b>Product:</b> Stakeholder Outreach Memorandum (April 30, 2020), Data Integration Approach Assessment Memorandum (April 30, 2020), Planning and Design Framework Document (May 31, 2020), Operational Plan Sets (May 31, 2020), Implementation Strategy Report (June 30, 2020) <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Conduct research data collection and research on best practices, industry scan of big data/business intelligence tools used in public sector <b>Product:</b> Research and Data Collection Framework, Research Findings Report <b>Completion Date:</b> 6/30/2020

### Future Activities

This project is expected to be completed in FY 2020.

**Work Element:** 3331200 Regional Transportation System Management and Operations Plan  
**Area of Emphasis:** Project Implementation

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$1,470	\$73,011	\$13,019	\$87,500
Contracted Services	\$0	\$0	\$50,000	\$250,000	\$50,000	\$350,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,470</b>	<b>\$323,011</b>	<b>\$63,019</b>	<b>\$437,500</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
FHWA Strategic Partnership for Sustainable Transportation	\$0	\$0	\$41,176	\$258,409	\$50,415	\$350,000
TransNet Major Corridors Program	\$0	\$0	\$10,294	\$64,602	\$12,604	\$87,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,470</b>	<b>\$323,011</b>	<b>\$63,019</b>	<b>\$437,500</b>

### Objective

The objective of this grant-funded project is to develop a Regional Transportation System Management and Operations (TSMO) Plan for the San Diego region. The TSMO Plan seeks to optimize the performance, preserve the capacity and improve the safety and reliability of the existing transportation infrastructure. The TSMO Plan is a coordinated and multimodal set of strategies, procedures, and activities (such as projects, programs, and services), all intended to work together as a unified system for improving mobility.

Emphasis in FY 2020 will be on establishing a regional TSMO vision and goals; completing a TSMO regional corridor assessment; and developing a draft Regional TSMO Plan.

### Previous Accomplishments

In FY 2019, a scope of work was prepared and work began on the development of the Regional TSMO Plan.

### Justification

The TSMO Plan seeks to establish coordinated and integrated management of the region's transportation system. TSMO increases cross agency collaboration, coordination, and integration among the various transportation systems and networks to improve system efficiencies and provide multi-modal transportation choices regardless of jurisdictional boundaries. TSMO focuses on establishing the institutional commitments to enable multi-jurisdictional systems (e.g. traffic signals, ramp meters, and transit services) to work together in a coordinated manner.

**Project Manager:** Alex Estrella, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
San Diego Traffic Engineers' Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Development of TSMO Vision <b>Product:</b> TSMO Gap Analysis and TSMO Framework <b>Completion Date:</b> 1/31/2020
2	25	<b>Task Description:</b> Completion of TSMO Corridor Assessment <b>Product:</b> Regional TSMO Corridor Assessment Report <b>Completion Date:</b> 4/30/2020
3	10	<b>Task Description:</b> Project Administration and Management <b>Product:</b> Quarterly Reports, invoices, meeting summaries <b>Completion Date:</b> 6/30/2020
4	45	<b>Task Description:</b> Draft Regional TSMO Plan <b>Product:</b> Regional TSMO Plan Outline Technical Memorandum <b>Completion Date:</b> 6/30/2020

### Future Activities

Completion of Final Regional TSMO Plan and Toolkit, and contract and project grant close out documentation.

**Work Element: 3400600 LOSSAN and High-Speed Rail Corridor Planning****Area of Emphasis: Project Implementation**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$131,772	\$143,306	\$202,150
Other Direct Costs	\$5,720	\$14,000	\$8,000
Contracted Services	\$127,282	\$25,000	\$40,000
<b>Total</b>	<b>\$264,774</b>	<b>\$182,306</b>	<b>\$250,150</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TransNet Administration (1%)	\$132,387	\$91,153	\$124,968
TDA Planning/Administration	\$132,387	\$91,153	\$125,182
<b>Total</b>	<b>\$264,774</b>	<b>\$182,306</b>	<b>\$250,150</b>

**Objective**

The objective of this work element is to coordinate planning and project development along the San Diego segment of the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor and San Diego's future high-speed rail corridor.

Emphasis in FY 2020 will be on supporting SANDAG efforts to make improvements to the LOSSAN Rail Corridor.

**Previous Accomplishments**

SANDAG has previously completed corridor-specific plans including the Infrastructure Development Plan for the LOSSAN Rail Corridor in San Diego County. Since FY 2010, SANDAG coordinated with the California High-Speed Rail Authority (CHSRA) on planning for the Los Angeles to San Diego via Inland Empire High-Speed Train (HST) corridor and assisted in the development of section refinements.

**Justification**

SANDAG is a member agency of the LOSSAN Rail Corridor Agency, which advocates for improvements to the coastal rail corridor, and benefits all San Diego rail services, including Amtrak intercity, COASTER and Metrolink commuter, and goods movement. Goals in San Diego Forward: The 2015 Regional Plan include both a double tracked coastal rail corridor in order to add additional passenger and freight rail services and an HST connection to enhance regional mobility.

**Project Manager:** Linda Culp, Land Use / Transportation Planning Department

**Committee(s):** Transportation Committee

**Working Group(s):** Los Angeles-San Diego-San Luis Obispo Joint Powers Board  
LOSSAN Technical Advisory Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Complete planning studies in the LOSSAN Rail Corridor and participate in HST corridor planning <b>Product:</b> Reports <b>Completion Date:</b> 6/30/2020
2	30	<b>Task Description:</b> Support SANDAG board representative to the LOSSAN Board of Directors and participate on the LOSSAN Technical Advisory Committee and other committees as necessary <b>Product:</b> Review of monthly agendas <b>Completion Date:</b> 6/30/2020
3	30	<b>Task Description:</b> Complete San Diego rail project applications for state and federal capital funding <b>Product:</b> Project funding applications <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Coordinate and work cooperatively with project engineers and planners both internal to SANDAG and at partnering agencies on the advancement and completion of rail improvement projects. Assist the transit planning section on rail and transit studies, as needed <b>Product:</b> Staff assistance <b>Completion Date:</b> 6/30/2020

### Future Activities

SANDAG will continue to coordinate planning and project development along the LOSSAN Rail Corridor and future HST corridor with both internal and external partners.



## **Chapter 2.4**

### **External Support and Communications**

Expand and improve agency communications to more effectively engage the public and communicate essential information regarding the development of regional projects and programs, including deploying innovative technologies through public outreach programs supporting the development of San Diego Forward: The 2021 Regional Plan; project development; project construction; and marketing services for iCommute, South Bay Expressway, and Interstate 15 *FasTrak*®. Continue to proactively support the Board of Directors and member agencies in efforts to communicate with partner agencies and constituencies about SANDAG initiatives.

**Work Element: 1500000 Project Monitoring and Oversight**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$209,018	\$298,844	\$226,035
Other Direct Costs	\$12,114	\$11,000	\$14,200
<b>Total</b>	<b>\$221,132</b>	<b>\$309,844</b>	<b>\$240,235</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Planning, Programming and Monitoring (PPM) Program	\$220,588	\$309,344	\$239,735
TDA Planning/Administration	\$544	\$500	\$500
<b>Total</b>	<b>\$221,132</b>	<b>\$309,844</b>	<b>\$240,235</b>

### Objective

The objective of this work element is to coordinate with partners, including state and federal funding and oversight agencies, on jointly-funded projects to ensure that projects stay on schedule, keep within scope and budget, and meet all relevant local, state, and federal requirements, including the timely use of funds.

Emphasis in FY 2020 will be on responding to state funding program guideline updates for the State Transportation Improvement Program (STIP) leading up to the 2020 STIP submittal and adoption, as well as responding to California Senate Bill 1 (SB 1) (Beall, 2017) program guideline updates to support project calls for the Local Partnership Program, Trade Corridor Enhancement Program, and Solutions for Congested Corridors Program.

### Previous Accomplishments

In FY 2019, accomplishments included support for the Mid-Coast Corridor Transit Project Transportation Infrastructure Finance and Innovation Act (TIFIA) loan; continued participation with the California Transportation Commission (CTC) and other partner agencies to develop guidelines and implement programs, including SB 1, freight plans, Active Transportation Program (ATP), and STIP; and participating with the Regional Transportation Planning Agency (RTPA) Working Group, the Funds Accountability Sub-Group, and the ATP Technical Advisory Committee (TAC) to identify project delivery issues and propose solutions to keep projects on schedule.

### Justification

Year-round project monitoring and oversight activities are the responsibility of the Board of Directors acting as the San Diego County Regional Transportation Commission and the RTPA under various statutes, regulations, and agreements.

**Project Manager:** Dawn Vettese, *TransNet* Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Independent Taxpayer Oversight Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Prepare and submit Proposed 2020 STIP <b>Product:</b> SANDAG 2020 STIP <b>Completion Date:</b> 3/31/2020
2	20	<b>Task Description:</b> Review and comment on environmental documents, engineering reports, plans, and estimates prepared by project sponsors and ensure consistency with San Diego Forward: The 2015 Regional Plan and the Regional Transportation Improvement Program <b>Product:</b> Completed review/comments, as needed <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Continue to participate in statewide RTPA and other meetings and attend CTC meetings <b>Product:</b> Meetings and active participation in statewide transportation issues <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Comply with Mid-Coast TIFIA loan requirements by submitting various reports and documentation required on a monthly basis or more frequently as needed <b>Product:</b> Mid-Coast TIFIA reporting <b>Completion Date:</b> 6/30/2020
5	10	<b>Task Description:</b> Work with local, state, and federal agencies and others to improve project delivery processes for projects, including commenting on state funding program guidelines <b>Product:</b> Memorandum and meeting minutes documenting coordination efforts <b>Completion Date:</b> 6/30/2020
6	10	<b>Task Description:</b> Prepare transportation project agreements between SANDAG, Caltrans, Metropolitan Transit System, North County Transit District, and local jurisdictions <b>Product:</b> Project agreements, as needed <b>Completion Date:</b> 6/30/2020
7	10	<b>Task Description:</b> Facilitate communication between state and local agencies to avoid financial inactivity on projects and comply with timely use of funds deadlines <b>Product:</b> Meetings and correspondence, as needed <b>Completion Date:</b> 6/30/2020

### Future Activities

Continued support for the Mid-Coast TIFIA loan; participate with the CTC and other partner agencies on the development of guidelines and to implement programs, including SB 1, freight plans, ATP, STIP, and competitive SB1; participate with the RTPA Working Group, the Funds Accountability Sub-Group, and the ATP TAC to identify project delivery issues and propose solutions to keep projects on schedule.

**Work Element:** 1500100 *TransNet* Financial Management  
**Area of Emphasis:** External Support and Communications

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$906,381	\$833,069	\$907,287
Other Direct Costs	\$22,618	\$34,600	\$14,600
Contracted Services	\$379,431	\$396,531	\$395,680
<b>Total</b>	<b>\$1,308,430</b>	<b>\$1,264,200</b>	<b>\$1,317,567</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Administration (1%)	\$1,308,430	\$1,264,200	\$1,317,567
<b>Total</b>	<b>\$1,308,430</b>	<b>\$1,264,200</b>	<b>\$1,317,567</b>

**Objective**

The objective of this work element is to manage and administer the *TransNet* local sales tax revenues consistent with the *TransNet* Extension Ordinance. Emphasis in FY 2020 will be on continuing the implementation of the *TransNet* Major Corridors and Regional Bike Early Action Programs and recommendations from the first *TransNet* Ten-Year Review: Look-Ahead Implementation Plan and FY 2018 *TransNet* Triennial Performance Audit.

**Previous Accomplishments**

This work element has been an ongoing responsibility of SANDAG since the passage of the original *TransNet* measure in 1987 and the *TransNet* Extension Ordinance in November 2004. Implementation of the *TransNet* Extension was initiated in the second half of FY 2005 and has continued through FY 2019, including development of annual Plan of Finance (POF) updates.

**Justification**

This is a continuing requirement of the *TransNet* Extension Ordinance.

**Project Manager:** Ariana zur Nieden, *TransNet* Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Independent Taxpayer Oversight Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<p><b>Task Description:</b> Provide updated revenue forecasts, as necessary, for the ongoing implementation of the <i>TransNet</i> Program and annual POF update; implement debt financing mechanisms, as needed, consistent with the updated <i>TransNet</i> POF (includes outside services)</p> <p><b>Product:</b> Annual <i>TransNet</i> revenue forecast update by February 2020 and revisions, as needed; annual POF update; quarterly financial updates to the Independent Taxpayer Oversight Committee (ITOC) and the Board of Directors, including debt portfolio status</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	20	<p><b>Task Description:</b> Continue implementation of the <i>TransNet</i> Ten-Year Review: Look-Ahead Implementation Plan and recommendations from the 2018 Triennial Performance Audit</p> <p><b>Product:</b> Periodic updates to the ITOC and Board on implementation progress</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Continue staff support for the ongoing meetings of the ITOC and the development of the ITOC work program</p> <p><b>Product:</b> Monthly ITOC agendas and reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	20	<p><b>Task Description:</b> Refine and maintain database to track <i>TransNet</i> cash flows, including sales tax allocations among programs, disbursements, and allocation of debt service; determine annual ongoing cash-flow requirements for member agencies</p> <p><b>Product:</b> Database maintenance; monthly cash flow by recipient</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	10	<p><b>Task Description:</b> Continue efforts to develop or refine program guidelines and SANDAG Board Policy to implement components of the <i>TransNet</i> Extension Ordinance</p> <p><b>Product:</b> New/revised guidelines and Board Policy, as needed</p> <p><b>Completion Date:</b> 6/30/2020</p>
6	10	<p><b>Task Description:</b> Work with other transportation sales tax "self-help" counties on common issues of concern, such as improved project delivery efforts and legislative issues</p> <p><b>Product:</b> Reports summarizing attendance at Self-Help Counties Coalition annual conference and quarterly meetings</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Future activities will include continued implementation of recommendations from the *TransNet* Ten-Year Review and FY 2018 *TransNet* Triennial Performance Audit, regular updates to the *TransNet* POF, and continued administration of *TransNet* local sales tax revenues consistent with *TransNet* Extension ordinance requirements.

**Work Element: 1500300 Funds Management and Oversight**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$238,995	\$241,759	\$149,268
Other Direct Costs	\$540	\$3,000	\$0
Contracted Services	\$138,419	\$211,428	\$62,977
<b>Total</b>	<b>\$377,954</b>	<b>\$456,187</b>	<b>\$212,245</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$157,732	\$225,000	\$175,000
TDA Planning/Administration	\$114,690	\$90,593	\$0
TransNet Administration (1%)	\$105,532	\$140,594	\$37,245
<b>Total</b>	<b>\$377,954</b>	<b>\$456,187</b>	<b>\$212,245</b>

### Objective

The objective of this work element is to provide funding oversight for regional transportation projects and programs by estimating, administering, and allocating local, state, and federal funds; preparing, adopting, and amending the Regional Transportation Improvement Program (RTIP); ensuring compliance and consistency with local, state, and federal laws and regulations related to the administration of these various funding sources; and submitting required state and federal reports.

Emphasis in FY 2020 will be on continuing ongoing activities and managing through the conformity grace period due to the schedules for San Diego Forward: The 2020 Federal Regional Transportation Plan update and 2020 RTIP.

### Previous Accomplishments

In FY 2019, SANDAG completed the annual estimate of short-term revenues, approved the 2018 RTIP and amendments, published federal obligation reports, and administered Consolidated Planning Grant-funded projects. TDA Claim and audit activities previously funded in this project are now in Work Element Project No. 1500800 TDA Funds Management and Oversight.

### Justification

All of the tasks involved with this work element are to fulfill the requirements of SANDAG in its role as the San Diego County Regional Transportation Commission, Regional Transportation Planning Agency, and Metropolitan Planning Organization under various statutes, regulations, and agreements.

**Project Manager:** Sue Alpert, *TransNet* Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Cities/County Transportation Advisory Committee  
Independent Taxpayer Oversight Committee  
San Diego Region Conformity Working Group

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Produce federally-required annual reports: Annual Listing of Obligated Projects, and Congestion Mitigation and Air Quality Improvement (CMAQ) Emissions Reduction Report <b>Product:</b> Annual Listing of Obligated Projects posted on the RTIP website, and submittal of CMAQ Emissions Reduction Report to the state <b>Completion Date:</b> 1/15/2020
2	20	<b>Task Description:</b> Provide annual apportionment and five-year revenue projections to transit operators and local jurisdictions <b>Product:</b> Staff report; revenue projections to transit agencies and local agencies <b>Completion Date:</b> 2/28/2020
3	20	<b>Task Description:</b> Continue to participate in statewide meetings and task force groups including the California Federal Program Group <b>Product:</b> Memo summarizing regional input provided to interagency groups <b>Completion Date:</b> 6/30/2020
4	40	<b>Task Description:</b> Process RTIP amendments including biennial update; update ProjectTrak functionality; update ProjectTrak manual; maintain RTIP public webpage; ensure consistency with San Diego Forward: The 2015 Regional Plan <b>Product:</b> Amendments to RTIP, updated ProjectTrak features, and updated ProjectTrak manual <b>Completion Date:</b> 6/30/2020

### Future Activities

Annual estimate of short-term revenues; approval of RTIP amendments; and publish federal obligation reports.

**Work Element: 1500400 Overall Work Program and Budget Programs Management**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$480,921	\$530,005	\$521,597
Other Direct Costs	\$481	\$700	\$3,100
<b>Total</b>	<b>\$481,402</b>	<b>\$530,705</b>	<b>\$524,697</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$150,000	\$200,000	\$150,000
FTA (5303) MPO Planning	\$135,800	\$171,141	\$200,000
TDA Planning/Administration	\$195,602	\$159,564	\$174,697
<b>Total</b>	<b>\$481,402</b>	<b>\$530,705</b>	<b>\$524,697</b>

### Objective

The objective of this work element is to provide the overall development, management, and coordination of the annual SANDAG Program Budget, including the Overall Work Program (OWP).

Emphasis in FY 2020 will be on developing and monitoring program activities consistent with agency priorities and available funding; continuing to enhance software tools and other technologies to optimize the development, management, and transparency of the SANDAG Program Budget; and ensuring effective coordination with local, state, and federal funding agencies and compliance with funding requirements.

### Previous Accomplishments

The draft annual Program Budget is produced in early March each year and reviewed by the Executive Committee, the Board of Directors, and funding agencies. SANDAG has met the requirement to produce a balanced budget each year and has managed the components of the budget to ensure that available funding sources are fully utilized and meet funding requirements.

### Justification

The development, approval, and monitoring of the OWP is a requirement for the receipt of Consolidated Planning Grant funds. The OWP guidelines are published annually, and the draft OWP budget is submitted to the Federal Transit Administration, Federal Highway Administration, and Caltrans for review and approval. SANDAG Bylaws require approval of the draft Program Budget no later than April 1 and a final budget no later than June 30 of each year.

**Project Manager:** Sandi Craig, Finance Department  
**Committee(s):** Executive Committee  
**Working Group(s):** None



## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Identify timeline and process improvements for the annual budget process <b>Product:</b> Summary of process improvements, annual budget schedule, and guidelines document <b>Completion Date:</b> 11/30/2019
2	5	<b>Task Description:</b> Coordinate draft and final OWP with local, state, and federal funding agencies to ensure compliance with funding eligibility requirements <b>Product:</b> Annual Metropolitan Planning Organization Coordination meeting and response to feedback on draft budget submittals <b>Completion Date:</b> 5/1/2020
3	10	<b>Task Description:</b> Continue to enhance the Integrated Master Budget Model (IMBM) budget software to produce improved reporting and integration with other SANDAG financial systems, including coordination of contract information with the Contract Management System <b>Product:</b> New releases of IMBM budget software <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Produce quarterly and annual OWP progress reports for review by management, Caltrans, other funding agencies, and the Executive Committee <b>Product:</b> Quarterly and annual reports <b>Completion Date:</b> 6/30/2020
5	45	<b>Task Description:</b> Develop draft and final FY 2021 Program Budget and distribute to the public, member agencies, and funding agencies for review and comment <b>Product:</b> Draft (March 2020) and final (May 2020) budget documents <b>Completion Date:</b> 6/30/2020
6	15	<b>Task Description:</b> Coordinate with project managers to identify and process accurate and timely budget amendments, as needed <b>Product:</b> Budget amendment documents <b>Completion Date:</b> 6/30/2020

### Future Activities

This is a recurring work element relating to annual budget development and monitoring. Future activities include refining budget development and monitoring, and related software enhancements.

**Work Element: 1500800 NEW – TDA Funds Management and Oversight**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$0	\$90,721
Other Direct Costs	\$0	\$0	\$7,200
Contracted Services	\$0	\$0	\$85,475
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$183,396</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$0	\$0	\$183,396
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$183,396</b>

### Objective

The objective of this work element is to provide funding oversight for regional transportation projects and programs by estimating, administering, and allocating Transportation Development Act (TDA) funds; and ensure compliance and consistency with state regulations related to the administration of this funding source, including submitting required state and federal reports.

Emphasis in FY 2020 will be on continuing ongoing activities and participating in the State Transit Assistance (STA) Working Group and TDA Reform Task Force.

### Previous Accomplishments

Previously, this activity was budgeted in Work Element Project No. 1500300 Funds Management and Oversight. In FY 2019, SANDAG approved TDA claims, completed TDA and STA audits, participated in the TDA Reform Task Force, and updated the TDA Manual.

### Justification

All of the tasks involved with this work element support the requirements of SANDAG in its role as the Regional Transportation Planning Agency under various statutes, regulations, and agreements.

**Project Manager:** Ariana zur Nieden, *TransNet* Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Conduct annual fiscal audit for TDA/STA recipients <b>Product:</b> Fiscal audits <b>Completion Date:</b> 12/31/2019
2	20	<b>Task Description:</b> Provide annual TDA apportionment and five-year revenue projections to transit operators and local jurisdictions <b>Product:</b> Staff report; revenue projections to transit agencies and local agencies <b>Completion Date:</b> 2/28/2020
3	40	<b>Task Description:</b> Review TDA/STA claims for eligibility; process TDA/STA claim amendments, as needed; maintain TDA database; update the TDA manual, as needed; maintain TDA website <b>Product:</b> TDA/STA claims and amendments <b>Completion Date:</b> 6/30/2020

### Future Activities

Annual estimate of short-term revenues; approve TDA claims; complete TDA and STA audits.

**Work Element: 2300800 Regional Geographic Information Systems Data Warehouse**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$200,633	\$187,511	\$221,354
Other Direct Costs	\$1,959	\$31,750	\$27,750
<b>Total</b>	<b>\$202,592</b>	<b>\$219,261</b>	<b>\$249,104</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$100,000	\$175,000	\$100,000
SANDAG Member Assessments	\$45,000	\$21,497	\$0
TDA Planning/Administration	\$57,592	\$22,764	\$149,104
<b>Total</b>	<b>\$202,592</b>	<b>\$219,261</b>	<b>\$249,104</b>

### Objective

The Memorandum of Agreement (MOA) between SANDAG and the San Diego Geographic Information Source (SanGIS) defines a cooperative framework to manage a centralized regional Geographic Information Systems (GIS) data clearinghouse. This work element describes the annual tasks conducted by SANDAG staff to support the MOA. The objectives of this work element are to continue initiatives to develop and maintain the regional GIS spatial data infrastructure; continue ongoing collaboration with SanGIS; and collaborate with SanGIS to provide web hosting for its online mapping application and web services.

Emphasis in FY 2020 will be on maintaining the Regional GIS Data Warehouse and enhancing the regional GIS open data portal by adding additional data layer services; coordinating activities for the 2020 regional aerial imagery acquisition project; and coordinating the acquisition of updated Light Detection and Ranging-based (LiDAR) within the urban area of the region.

### Previous Accomplishments

Provided Regional GIS Data Warehouse hardware, software and web development, and maintenance support, serving nearly 17,000 registered users. Provided customer and technical services support to the regional GIS community, including responding to Regional GIS Data Warehouse inquiries and account management. Initiated planning for the 2020 regional aerial imagery acquisition partnership project. Developed and implemented the Open GIS Data portal. Enhanced the SANDAG/SanGIS Parcel Lookup Tool and consolidated the application with the SANDAG Geographic Boundary Viewer. Attended SanGIS Technical Advisory Board, Management Committee, and Board meetings. Active participation in the San Diego Regional GIS Council, including board and committee leadership roles.

### Justification

This work element supports the roles and responsibilities defined under the SANDAG/SanGIS MOA, which provides the framework for the ongoing management of a regional GIS data clearinghouse. Providing a consolidated regional GIS Data Warehouse and open data delivery tools, and leading regional data acquisition and dissemination collaboratives ensures that member agencies and the public have access to a single, authoritative source for geographic data.

**Project Manager:** Pat Landrum, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** San Diego Regional GIS Council

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	15	<b>Task Description:</b> Ongoing development and maintenance of data transfer and data dissemination methods related to the SanGIS/SANDAG regional data warehouse <b>Product:</b> Automated procedures to support the regional public GIS data warehouse <b>Completion Date:</b> 6/30/2020
2	15	<b>Task Description:</b> Participate in and support regional multi-agency GIS efforts, such as the regional aerial imagery consortium, implementation of regional data, metadata and mapping standards, and binational GIS coordination <b>Product:</b> Memo documenting regional GIS coordination activities <b>Completion Date:</b> 6/30/2020
3	60	<b>Task Description:</b> Identify and implement strategies and technology solutions aiding the publishing of GIS data and services through a publicly accessible clearinghouse <b>Product:</b> Regional GIS Data Warehouse, Open Data Portal and GIS data web services clearinghouse <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Coordinate with SanGIS, the San Diego Regional GIS Council, and member agencies to develop, maintain and enhance applications, databases, and services to support regional data collaboration and data-sharing <b>Product:</b> Online applications, including the Parcel Lookup Tool, Open GIS Data Portal, Topography Viewer, and supporting databases and GIS web services <b>Completion Date:</b> 6/30/2020

### Future Activities

Provide ongoing hardware and software development and maintenance support for the SANDAG/SanGIS Regional GIS Data Warehouse and improve back-end automation processes. Continue providing customer and technical services support to the regional GIS community, including responding to regional data warehouse inquiries and user account management. Planning and coordination with regional stakeholders for the 2020 regional aerial imagery acquisition partnership project and the urban area LiDAR elevation data acquisition project. Attend SanGIS Technical Advisory Board, Management Committee, and Board meetings. Active participation in the San Diego Regional GIS Council, including board and committee leadership roles.

**Work Element: 3311100 Regional Intelligent Transportation Systems Program Management**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$350,673	\$174,195	\$351,887
Other Direct Costs	\$14,681	\$22,500	\$15,000
Contracted Services	\$19,779	\$475,000	\$702,617
<b>Total</b>	<b>\$385,133</b>	<b>\$671,695</b>	<b>\$1,069,504</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TransNet Major Corridors Program	\$385,133	\$596,695	\$844,504
Caltrans Traffic Program	\$0	\$75,000	\$225,000
<b>Total</b>	<b>\$385,133</b>	<b>\$671,695</b>	<b>\$1,069,504</b>

### Objective

The objectives of this work element are to provide ongoing management support and strategic planning for the region's Intelligent Transportation Systems (ITS) Program; conduct liaison activities and explore development opportunities with local, state, tribal, and federal agencies; and provide oversight of the region's various ITS deployments, ensuring consistency and compliance with regional ITS architecture and federal mandates.

Emphasis in FY 2020 will be on completing the update to the Regional ITS Architecture; supporting the development of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan); and continuing to support local agencies with the development of a Regional Smart Cities strategy.

### Previous Accomplishments

In FY 2019, staff continued to provide support for the Bus on Shoulder Demonstration project; provided project management and information technology support for Toll Operations; coordinated with and provided support to regional partners, including Caltrans Traffic Operations and member agencies; began work on the update of the ITS Strategic Plan and Regional Architecture; and began laying the groundwork for the development of a Regional Smart Cities strategy in partnership with local agencies.

### Justification

Systems management plays a significant role in delivering the region's vision for our transportation system as outlined in San Diego Forward: The 2015 Regional Plan. This work element is focused on the strategic planning and oversight of efforts to maximize the region's capabilities through the deployment of innovative technologies, partnerships, and services.

**Project Manager:** James Dreisbach-Towle, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Conduct ITS near- and long-term strategic planning <b>Product:</b> ITS component of the 2021 Regional Plan framework <b>Completion Date:</b> 11/30/2019
2	20	<b>Task Description:</b> Update the Regional ITS Architecture <b>Product:</b> Regional ITS Architecture; final Architecture <b>Completion Date:</b> 12/31/2019
3	20	<b>Task Description:</b> Periodically, and by request, monitor and assess emerging technology and ITS solutions; identify barriers and opportunities to integrate new solutions in the San Diego region <b>Product:</b> Periodic research and analysis of technologies and ITS solutions and identification of opportunities to implement and promote these solutions in the San Diego region <b>Completion Date:</b> 6/30/2020
4	30	<b>Task Description:</b> Provide ongoing support to local agencies in their development of a Regional Smart Cities Strategy <b>Product:</b> Coordination and technical support to member and partner agencies <b>Completion Date:</b> 6/30/2020

### Future Activities

Continued support of regional ITS deployments, assessments of new transportation technology, and continued monitoring of emerging technology to inform future regional plan updates.

**Work Element:** 7300000 *TransNet* Public Information Program  
**Area of Emphasis:** External Support and Communications

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$304,284	\$337,396	\$289,157
Other Direct Costs	\$1,987	\$20,000	\$20,000
Contracted Services	\$8,788	\$0	\$0
<b>Total</b>	<b>\$315,059</b>	<b>\$357,396</b>	<b>\$309,157</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Administration (1%)	\$315,059	\$357,396	\$309,157
<b>Total</b>	<b>\$315,059</b>	<b>\$357,396</b>	<b>\$309,157</b>

### Objective

The objectives of this work element are to implement a public information and outreach program to update the public, elected officials, and other stakeholders on *TransNet* Program activities; and conduct public information activities to obtain input and feedback on *TransNet* projects.

Emphasis in FY 2020 will be on continuing to create public information material that educates the public on *TransNet* projects and programs, and that provides transparency to the public on the expenditure of *TransNet* funds.

### Previous Accomplishments

Previous accomplishments include outreach efforts on behalf of the *TransNet* Program, including KeepSanDiegoMoving.com (*TransNet* website), the *TransNet* project signage program, and multiple public outreach efforts on a wide range of *TransNet* projects and programs, including the Mid-Coast Corridor Transit Project, highway corridor projects, *Rapid* transit services, Centerline *Rapid*, the North Coast Corridor (Build NCC), Environmental Mitigation Program, the various *TransNet* grant programs, Los Angeles-San Diego-San Luis Obispo (LOSSAN) coastal rail double-tracking, Active Transportation Program, and numerous other capital projects.

### Justification

SANDAG provides a comprehensive public information and outreach program to inform residents and other stakeholders of the progress on implementing transportation projects funded by the *TransNet* half-cent sales tax.

**Project Manager:** Tedi Jackson, Communications Department

**Committee(s):** Transportation Committee

**Working Group(s):** None



## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Implement public information programs to update the public, the news media, elected officials, and other stakeholders on <i>TransNet</i> Program activities <b>Product:</b> Public information programs that educate the public on SANDAG's capital projects and programs <b>Completion Date:</b> 6/30/2020
2	15	<b>Task Description:</b> Publish <i>TransNet</i> information in SANDAG Region newsletter, <i>TransNet</i> signage, project fact sheets, and other publications <b>Product:</b> SANDAG Region newsletter articles and fact sheets <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Coordinate public involvement in the SANDAG Board and committee decision-making process, special events, public workshops, advertising and marketing efforts for <i>TransNet</i> projects with SANDAG, Caltrans, the Metropolitan Transit System, and the North County Transit District <b>Product:</b> Advertising, brochures, and editorials <b>Completion Date:</b> 6/30/2020
4	15	<b>Task Description:</b> Maintain and update the KeepSanDiegoMoving.com website to increase public awareness and education of how <i>TransNet</i> dollars are being used <b>Product:</b> KeepSanDiegoMoving.com website project management <b>Completion Date:</b> 6/30/2020
5	20	<b>Task Description:</b> Coordinate with corridor directors and <i>TransNet</i> Project Office regarding public information and outreach efforts for <i>TransNet</i> construction/capital projects <b>Product:</b> Web copy, SANDAG Region articles, press releases, and fact sheets <b>Completion Date:</b> 6/30/2020

### Future Activities

Continued public information and outreach activities for the *TransNet* Program, with particular emphasis on the construction of the Mid-Coast Corridor Transit Project, the construction of Build NCC program projects, additional improvements and sound walls for the Interstate 805 South corridor, LOSSAN and coastal rail double-tracking, and the Bike Early Action Program.

**Work Element: 7300100 Public Involvement Program**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$371,384	\$325,191	\$269,680
Other Direct Costs	\$7,882	\$71,000	\$27,000
Contracted Services	\$33,758	\$0	\$50,000
<b>Total</b>	<b>\$413,024</b>	<b>\$396,191</b>	<b>\$346,680</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FHWA Metropolitan Planning (PL)	\$250,000	\$150,000	\$150,000
TDA Planning/Administration	\$141,024	\$224,191	\$196,680
Other Local Funds	\$22,000	\$22,000	\$0
<b>Total</b>	<b>\$413,024</b>	<b>\$396,191</b>	<b>\$346,680</b>

### Objective

The objective of this work element is to inform and involve citizens in the agency's various programs, projects, and work activities.

Emphasis in FY 2020 will be on collaborating with Caltrans, the Metropolitan Transit System (MTS), and the North County Transit District (NCTD), as well as with state and federal agencies on regional transportation and transit events and projects; providing ongoing support of agency initiatives; continuing implementation of outreach for San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and on meeting federal standards for social equity and environmental justice programs.

### Previous Accomplishments

In FY 2019, staff published the monthly Region newsletter, produced and distributed relevant materials, ensured meetings were broadcast on the SANDAG website, kept SANDAG websites current and informative, provided outreach through and grew followers for social media, coordinated the Speakers Bureau, and distributed timely and relevant news releases to the media and other interested parties. Staff also coordinated several activities with Caltrans, MTS, and NCTD, including ribbon cutting and groundbreaking ceremonies, press conferences, and other outreach activities.

### Justification

The SANDAG Public Involvement Program was developed and is updated in accordance with guidelines established by local and federal regulations. SANDAG is committed to implementing a comprehensive public participation and involvement process that educates and involves all citizens in the agency's planning process for its various programs, projects, and work activities using a wide variety of communications. A key component is the emphasis on including low-income, minority, disabled, senior, tribal nations, and other traditionally underrepresented communities in the regional planning process.

**Project Manager:** Joy De Korte, Communications Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<p><b>Task Description:</b> Conduct a public information program to educate and involve various audiences with the SANDAG planning process for its programs, projects, services, and functions, with a key emphasis on involving the public in the development of the 2021 Regional Plan and 2020 Federal RTP; coordinate efforts with other regional agencies, as needed</p> <p><b>Product:</b> Complete redesign of SANDAG website, including the integration of SDForward.com and KeepSanDiegoMoving.com; update other web properties and make enhancements; meeting broadcasts; social media for public education; agendas and reports; presentations; groundbreaking/events; workshops; Board of Directors meeting actions; brochures; newsletters; eblasts; fact sheets; public notices; and public involvement plans</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	40	<p><b>Task Description:</b> Promote and secure news media coverage of agency activities and regional issues</p> <p><b>Product:</b> Media advisories, media focused events, and press releases</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Coordinate activities with organizations that include low-income, minority, disabled, senior, tribal nations, and other traditionally underrepresented communities in the regional planning process, including those with Limited English Proficiency; produce and distribute a variety of materials in print and online in various languages</p> <p><b>Product:</b> Brochures, newsletters, agendas, public notices, website postings, social media, and presentations</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	5	<p><b>Task Description:</b> Assist board members and staff with scheduling and preparing for public forums and speeches</p> <p><b>Product:</b> Speaking points and presentations</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Evaluate effectiveness of public involvement and outreach programs; update and enhance SANDAG websites for public education purposes; expand and maintain opportunities for public involvement and input via the web or other avenues, including social media; comply with social equity and environmental justice standards; and support public outreach efforts for projects funded with *TransNet* and other local, state, and federal funds.

**Work Element: 7300200 Marketing Coordination and Implementation**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$95,692	\$148,951	\$111,133
Other Direct Costs	\$3,828	\$11,000	\$20,000
Contracted Services	\$6,257	\$0	\$0
<b>Total</b>	<b>\$105,777</b>	<b>\$159,951</b>	<b>\$131,133</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$52,889	\$79,976	\$66,296
TransNet Administration (1%)	\$52,888	\$79,975	\$64,837
<b>Total</b>	<b>\$105,777</b>	<b>\$159,951</b>	<b>\$131,133</b>

### Objective

The objectives of this work element are to implement a marketing program to support major work efforts such as San Diego Forward: The 2021 Regional Plan (2021 Regional Plan) and San Diego Forward: The 2020 Federal Regional Transportation Plan (2020 Federal RTP), Mid-Coast Corridor Transit Project, 511, iCommute, *FasTrak*®, and to coordinate marketing efforts among Caltrans and SANDAG corridor directors, the Service Bureau, and other projects.

Emphasis in FY 2020 will be on supporting outreach and engagement for the 2020 Federal RTP and 2021 Regional Plan; launching a redesigned website for sandag.org; and adopting use of a customer relationship management (CRM) tool.

### Previous Accomplishments

Previous accomplishments include: adopting use of MailChimp for email marketing; *FasTrak* campaigns to support the South Bay Expressway and Interstate 15 Express Lanes; educating the public about Motorist Aid programs; and increasing the use of social media to promote SANDAG programs and projects with an increase in number of followers.

### Justification

As SANDAG implements services and educates the region about programs and projects, a creative marketing component is essential to build awareness and generate usage of the Transportation Demand Management (TDM) program, Freeway Service Patrol, *FasTrak*, and other services consistent with the Regional Plan. Coordination among SANDAG, Caltrans, Metropolitan Transit System (MTS), and North County Transit District (NCTD) is a key part of this effort.

**Project Manager:** Elizabeth Cox, Communications Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Coordinate with project managers to implement on-call marketing program <b>Product:</b> Marketing, communications, and outreach plans; task orders and work orders <b>Completion Date:</b> 6/30/2020
2	25	<b>Task Description:</b> Produce advertising copy, develop print, broadcast, and/or outdoor advertising programs, web advertising, brochures, videos, and other marketing products <b>Product:</b> Print and broadcast advertising copy, brochures, scripts, web content, mailers, and door hangers <b>Completion Date:</b> 6/30/2020
3	15	<b>Task Description:</b> Coordinate marketing efforts among Caltrans, MTS, and NCTD to promote regional transportation projects <b>Product:</b> Marketing and outreach projects <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Maximize marketing efforts by promoting programs on SANDAG, 511, KeepSanDiegoMoving, and iCommute websites <b>Product:</b> Web copy, project information and advertising copy, web ads <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Adopt and populate a CRM tool to consolidate stakeholder contact information and touch points <b>Product:</b> Database and analytics <b>Completion Date:</b> 6/30/2020

### Future Activities

Coordinate with member agencies and other partners to extend awareness and messages using a variety of marketing techniques; adopt a strategic marketing effort, which is essential to implementing the TDM elements in the Regional Plan and coordinating iCommute efforts with transportation partners and member agencies to maximize resources; marketing efforts to support expansion of the Regional Bike Network; continue to change behavior by educating commuters about travel choices; and leverage partnerships, integrate new media, and enhance existing web tools.

**Work Element: 7300300 PC, Internet, and Database Applications****Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$772,635	\$807,243	\$953,922
Other Direct Costs	\$6,869	\$5,000	\$5,000
Materials and Equipment	\$0	\$50,000	\$20,000
Contracted Services	\$32,611	\$107,000	\$1,168,000
<b>Total</b>	<b>\$812,115</b>	<b>\$969,243</b>	<b>\$2,146,922</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$363,597	\$584,243	\$1,546,922
FHWA Metropolitan Planning (PL)	\$448,518	\$385,000	\$600,000
<b>Total</b>	<b>\$812,115</b>	<b>\$969,243</b>	<b>\$2,146,922</b>

**Objective**

The objectives of this work element are to improve public outreach productivity through the application of database and programming technologies; increase the accessibility of the SANDAG data stores by developing, enhancing, and documenting custom software and database solutions for the agency functions; and provide direct, comprehensive technical support to the *TransNet* Dashboard, *TransNet* Project Management Tools (PMTools), 511sd.com, iCommutesd.com, sandag.org, and other public facing SANDAG websites.

Emphasis in FY 2020 will be on providing direct technical support to update websites and applications; providing technical support for the *TransNet* Dashboard, iCommutesd.com, ShiftSanDiego.com; providing technical support for the cloud-hosting, maintenance and re-development of the *TransNet* Dashboard; providing technical support to maintain the current SANDAG website and its ancillary sites; and developing or assisting in the creation of a new SANDAG website using responsive design techniques.

**Previous Accomplishments**

Previous accomplishments include the successful in-hosting and maintenance of the *TransNet* PMTools on SharePoint 2010 and the public facing *TransNet* Dashboard (*TransNet*trip.sandag.org) hosted in the cloud; and the development of new sections and functions on a variety of SANDAG websites, including the development and implementation of a call for projects submission portal; management of the professional services contract to redevelop sandag.org executed in FY 2019, with the bulk of the work being slated to be completed in FY 2020.

**Justification**

This work element supports internal and external communications for various SANDAG departments by developing applications, automating workflows, and processes that facilitate the dissemination of data to the public. The work element plays a significant role in increasing the efficiency of these activities.

**Project Manager:** Jeff Harns, Data, Analytics, and Modeling Department

**Committee(s):** None

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<p><b>Task Description:</b> Provide direct technical support for the development and maintenance of in-house applications that automate workflows and processes that facilitate the dissemination of data to the public</p> <p><b>Product:</b> Specific applications or existing application enhancements under this task will be reported to management on a quarterly basis</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	15	<p><b>Task Description:</b> Provide direct, comprehensive technical support and enhancements to SANDAG.org, SDForward.com, ShiftSanDiego.com, 511sd.com, iCommuteSD.com, KeepSanDiegoMoving.com, GoByBikeSD.com, and <i>TransNet</i>trip.sandag.org</p> <p><b>Product:</b> Specific products or enhancements produced under this task will be reported to management on a quarterly basis</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	40	<p><b>Task Description:</b> Professional services to provide new user interface designs, content management system, and code base for the primary sandag.org website</p> <p><b>Product:</b> User interface design, content management system, and code base for redesigned sandag.org website</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	5	<p><b>Task Description:</b> Provide direct technical support for the development and maintenance of reporting resources</p> <p><b>Product:</b> Specific reports developed or modified under this task will be reported to management on a quarterly basis</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue the redevelopment of the SANDAG websites to integrate them into the Sitecore content management system as sub-domains of sandag.org. Continued maintenance and enhancement of the Integrated Master Budget Model and other internal workflow enhancement applications that support public outreach and agency efficiency.

**Work Element: 7300400 Government Relations**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$458,613	\$608,280	\$823,546
Other Direct Costs	\$35,376	\$37,000	\$52,000
Contracted Services	\$190,558	\$150,000	\$180,000
<b>Total</b>	<b>\$684,547</b>	<b>\$795,280</b>	<b>\$1,055,546</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
TDA Planning/Administration	\$537,124	\$735,280	\$811,462
SANDAG Member Assessments	\$147,423	\$60,000	\$244,084
<b>Total</b>	<b>\$684,547</b>	<b>\$795,280</b>	<b>\$1,055,546</b>

### Objective

The objective of this work element is to manage state and federal legislative activities in accordance with the SANDAG Legislative Program.

Emphasis in FY 2020 will be on pursuing legislation to support development of the San Diego Forward: The 2021 Regional Plan, San Diego Forward: The 2020 Federal Regional Transportation Plan, and the Regional Housing Needs Assessment (RHNA) Plan; and pursuing additional funding for the Mid-Coast Corridor Transit Project, North Coast Corridor Program, State Route 11 (SR 11)/Otay Mesa East (OME) Port of Entry (POE), and Airport Connectivity projects through resources such as a federal infrastructure bill.

### Previous Accomplishments

Previous accomplishments include the approval of the SANDAG Legislative Program for FY 2019; securing funding from California Senate Bill 1 (SB 1) (Beall, 2017) and state cap-and-trade funding programs; providing updates to legislators and federal stakeholders; securing funding for the Mid-Coast Corridor Transit Project, North Coast Corridor Program, and SR 11 OME POE Project; and securing a valid Presidential Permit for the future OME POE.

### Justification

Through coordinated state and federal legislative efforts, this work element helps accomplish key SANDAG initiatives, and coordinates regional priorities among member agencies, advisory members, and other stakeholders. In addition, this work supports the SANDAG strategic goal to enhance organizational effectiveness both internally and externally through continuous improvements and partnerships with local, state, and federal agencies.

**Project Manager:** Victoria Stackwick, Executive Office  
**Committee(s):** Executive Committee  
**Working Group(s):** None



## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Develop annual SANDAG Legislative Program (January 2020) <b>Product:</b> Final SANDAG 2020 Legislative Program <b>Completion Date:</b> 1/31/2020
2	15	<b>Task Description:</b> Develop annual joint transportation agenda with the Metropolitan Transit System (December 31, 2019); identify priority projects and policies (January 31, 2020); facilitate joint advocacy trips to Washington, District of Columbia and Sacramento, California (March 2020); host regional legislative briefing (April 30, 2020) <b>Product:</b> FY 2020 project information white papers and brochures and federal or state legislative meeting agendas <b>Completion Date:</b> 6/30/2020
3	20	<b>Task Description:</b> Represent SANDAG on state and federal organizations to advance agency policies and programs (i.e., California Association of Councils of Governments, California Transit Association, National Association of Regional Councils, American Public Transportation Association, and Southern California Legislative Roundtable) <b>Product:</b> Executive Committee legislative status reports, as needed <b>Completion Date:</b> 6/30/2020
4	45	<b>Task Description:</b> Monitor and respond to key state and federal legislation, policy changes, and funding opportunities (includes outside services) <b>Product:</b> Executive Committee legislative status reports (monthly) <b>Completion Date:</b> 6/30/2020

### Future Activities

Ensure that agency priorities are addressed through the funding opportunities provided at the state and federal level; provide assistance to facilitate the SR 11/OME POE Project; implementation activities for various statewide SB 1 and cap-and-trade programs; and support implementation of California Assembly Bill 805 (Gonzalez, 2017).

**Work Element: 7300500 Interagency Coordination**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$1,434,848	\$1,222,468	\$1,414,896
Other Direct Costs	\$2,819	\$2,275	\$300
Contracted Services	\$59,186	\$15,225	\$0
<b>Total</b>	<b>\$1,496,853</b>	<b>\$1,239,968</b>	<b>\$1,415,196</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$551,386	\$450,000	\$605,000
FHWA Metropolitan Planning (PL)	\$326,586	\$355,937	\$300,000
TDA Planning/Administration	\$568,234	\$416,531	\$510,196
SANDAG Contingency Reserve Fund	\$50,647	\$17,500	\$0
<b>Total</b>	<b>\$1,496,853</b>	<b>\$1,239,968</b>	<b>\$1,415,196</b>

### Objective

The objective of this work element is to support the Board of Directors and Policy Advisory Committees by developing and communicating interagency solutions concerning regional issues, transportation project/program implementation, conflict resolution, and other coordination needs.

Emphasis in FY 2020 will be on continuing to enhance coordination activities with the public and member agencies to advance the region's issues and initiatives.

### Previous Accomplishments

Board and Policy Advisory Committee meetings have provided significant opportunities to advance regionally-coordinated issues. The ongoing information sharing, consensus building, and development of various memoranda of understanding with transit agencies, Cities/County Transportation Advisory Committee (CTAC), and San Diego Regional Traffic Engineers Council (SANTEC) have contributed to the successful implementation of key regional transportation improvements.

### Justification

Many regional projects and programs are heavily dependent upon interagency agreement and commitment for successful implementation. Activities supported by this work element ensure that consistent communication in the planning and implementation phases occurs with a focus on regional strategic goals. This work element captures established as well as ad hoc efforts where additional coordination is necessary to ensure all impacted agencies have a chance to voice their concerns and agree on solutions that advance regional priorities.

**Project Manager:** Sandi Craig, Finance Department

**Committee(s):** Executive Committee  
Public Safety Committee  
Regional Planning Committee  
Transportation Committee

**Working Group(s):** Cities/County Transportation Advisory Committee  
San Diego Traffic Engineers' Council  
Airport Connectivity Subcommittee  
Regional Housing Needs Assessment Subcommittee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	70	<p><b>Task Description:</b> Develop agendas and conduct public meetings as a forum for coordinating regional initiatives involving elected officials, agency executives, and staff of member agencies; topics include SANDAG initiatives, programs and agreements impacting cities, transit agencies, tribal governments, and other agencies</p> <p><b>Product:</b> Memoranda of understanding on various topics, including tribal relations, transit, transportation, and sustainable communities planning</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	15	<p><b>Task Description:</b> Provide administrative support for the CTAC; this is an established working group for reviewing, coordinating, and receiving feedback on the technical aspects of key regional issues</p> <p><b>Product:</b> Monthly agendas and reports – highlighting regional efforts and agreements, as applicable</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	15	<p><b>Task Description:</b> Provide administrative support for the SANTEC; engineering representatives from member agencies meet to review, coordinate, and solicit feedback on engineering-related issues to regional initiatives</p> <p><b>Product:</b> Monthly agendas and reports – highlighting regional efforts and agreements, as applicable</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

SANDAG will continue to use the existing interagency coordination structure to raise and address issues with various member agency constituents, receive feedback, and coordinate technical solutions to regional transportation and quality of life issues.

**Work Element: 7300600 Social Equity Program**  
**Area of Emphasis: External Support and Communications**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$46,604	\$56,530	\$46,883
Other Direct Costs	\$0	\$1,000	\$1,500
Contracted Services	\$0	\$50,000	\$10,000
<b>Total</b>	<b>\$46,604</b>	<b>\$107,530</b>	<b>\$58,383</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
FTA (5307) Transit Planning	\$37,283	\$75,000	\$30,000
TDA Planning/Administration	\$9,321	\$32,530	\$28,383
<b>Total</b>	<b>\$46,604</b>	<b>\$107,530</b>	<b>\$58,383</b>

### Objective

The objective of this work element is to support the concepts of environmental justice and social equity, which involve analysis of the benefits and burdens of plans, policies, and projects to ensure they do not disproportionately affect low-income populations or cause a disparate impact for minority communities.

Emphasis in FY 2020 will be on preparing updated social equity training materials; providing training and assistance to staff who have programs or projects requiring social equity, environmental justice, or a Title VI analysis; and on language assistance efforts for persons with Limited English Proficiency (LEP).

### Previous Accomplishments

In FY 2019, SANDAG underwent a Federal Transit Administration (FTA) Title VI Compliance Review with no negative findings. Title VI analyses were conducted within the last fiscal year for the call box reduction plans proposed to the Board of Directors. In FY 2019, a Smart Growth Opportunity Areas Social Equity Analysis Approach was prepared, and a Title VI Analysis was performed for the Mid-Coast Smart Growth Opportunity Areas. In addition, SANDAG Board Policy No. 025: Public Participation Plan Policy, was updated to ensure compliance with FTA's Title VI and environmental justice circulars.

### Justification

This work element assists in implementation of, and compliance with, Title VI and related state and federal laws, and providing guidance on environmental justice and social equity.

**Project Manager:** Julie Wiley, Administration Department  
**Committee(s):** None  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	40	<b>Task Description:</b> Prepare updated social equity training materials and carry out social equity training for project managers <b>Product:</b> Staff training materials <b>Completion Date:</b> 9/30/2019
2	30	<b>Task Description:</b> Integrate best practices for enhanced Title VI and environmental justice analysis into SANDAG plans, programs, and projects; and provide advice and review analyses prepared by consultants or staff concerning Title VI and environmental justice <b>Product:</b> Social equity analyses documentation for proposed new plans, projects and programs <b>Completion Date:</b> 6/30/2020
3	30	<b>Task Description:</b> Implement Language Assistance Plan (LAP); assist staff with determining whether LEP efforts are needed for particular programs and projects; and prepare translations for outreach materials, public announcements or other documents <b>Product:</b> Translations of vital documents and workshops with interested stakeholders and update to LAP <b>Completion Date:</b> 6/30/2020

### Future Activities

Develop updated social equity training materials based on any new laws or regulations and provide social equity orientation training each year for staff on Title VI of the Civil Rights Act, as well as Disadvantaged Business Enterprise, Equal Employment Opportunity, and Americans with Disabilities Act requirements.

## Chapter 3



## OWP Revenue and Expense Summary

## Overview

This chapter provides a financial summary of the work elements described in Chapter 2. Beginning with the program revenues, each work element is shown grouped by its area of emphasis, with the various sources of funding identified for each project. Refer to the program revenue notes (Page 3-5) for a more specific description of local, state, and federal funding sources. Group programs are listed, with related projects indented under the group title. Also identified are the projects that have multi-year budgets, which signify additional funding in other years. Chapter 2 contains the complete funding picture for these multi-year projects.

Immediately following the program revenue notes page is the application of funds, where the detailed project budgets are shown by expense category. Following the expense summary, details of each project's contracted services budget are shown (Pages 3-9 thru 3-13), which describes the scope and estimated costs for professional services that are necessary to complete each work element.

The next section of this chapter (Pages 3-14 thru 3-16) shows the subset of work elements that are specifically supported by annual federal planning funds that constitute the core funding for the Overall Work Program. These Consolidated Planning Grant Program funds are appropriated by the Federal Highway Administration, Federal Transit Administration, and Caltrans. These agencies are authorized to review and approve the funded activities to ensure that they comply with federally-established criteria for core planning functions. The final section shows the historical comparison of current project budgets relative to past years' actual expenditures.

OWP No.	Project Title	Total Project Funding	FTA (5303) MPO Planning	FTA (5307) Transit Planning	FHWA Planning	CMAQ	Federal Other	Notes	State Other	Notes	TDA Planning/ Admin	TransNet Program	Notes	Member Assessments	Notes	Local Other	Notes
<b>Modeling and Research</b>																	
2300000	Transportation Analysis and Modeling	\$ 1,158,510	\$ 425,000	\$ 399,400	-	-	-	-	-	-	\$ 239,110	-	-	-	-	\$ 95,000	O1
2300400	Economic and Demographic Analysis and Modeling	1,539,104	-	-	955,098	-	-	-	-	-	584,006	-	-	-	-	-	-
2300600	Enterprise Geographic Information Systems	687,686	-	350,000	-	-	-	-	-	-	287,686	50,000	T1	-	-	-	-
2300900	Database Administration and Governance	497,337	-	-	300,000	-	-	-	-	-	197,337	-	-	-	-	-	-
2301100	Transportation Surveys and Other Primary Data Collection	1,862,810	-	950,000	-	-	-	-	-	-	744,043	168,767	T1	-	-	-	-
2301200	Regional Economic and Finance Services and Research Services	218,452	-	125,000	-	-	-	-	-	-	93,452	-	-	-	-	-	-
2301300	NEW - Data Science and Big Data	325,175	-	-	-	-	-	-	-	-	-	-	-	-	-	325,175	L10
2301400	Regional Census Data Center Operations	119,571	-	-	-	-	-	-	-	-	119,571	-	-	-	-	-	-
2301401	NEW - 2020 Census Complete Count Outreach	1,532,208	-	-	-	-	-	-	1,532,208	S22	-	-	-	-	-	-	-
2301600	Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays	225,545	-	-	50,000	-	-	-	-	-	175,545	-	-	-	-	-	-
2301700	Regional Land Inventory System	645,603	-	450,000	-	-	-	-	-	-	195,603	-	-	-	-	-	-
2301800	Peer Review Process	145,055	-	-	-	-	-	-	-	-	145,055	-	-	-	-	-	-
2301900	Quality Assurance and Control	1,055,804	-	-	-	-	-	-	-	-	1,055,804	-	-	-	-	-	-
2302000	Program Management	483,566	-	-	-	-	-	-	-	-	483,566	-	-	-	-	-	-
2302100	NEW - Transportation Modeling Development	1,417,926	-	-	300,000	-	-	-	-	-	642,926	-	-	-	-	475,000	L10
2302200	NEW - Data Dissemination	652,771	-	-	200,000	-	-	-	-	-	452,771	-	-	-	-	-	-
2302300	NEW - Data Acquisition, Management and Governance	723,020	-	-	-	-	-	-	-	-	723,020	-	-	-	-	-	-
2340000	Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse	225,953	-	-	-	-	-	-	-	-	-	-	-	225,953	CJ	-	-
2340100	CJAM – Substance Abuse Monitoring	135,963	-	-	-	-	45,000	F4	-	-	-	-	-	18,750	S	72,213	L3/L6
2346600	CJAM – Prop. 47 Evaluation	139,678	-	-	-	-	-	-	-	-	-	-	-	-	-	139,678	L6
2346700	CJAM – SMART STAR Evaluation	246,493	-	-	-	-	246,493	F22	-	-	-	-	-	-	-	-	-
2346800	CJAM - Specialized Housing Services for Human Trafficking Victims Evaluation	6,878	-	-	-	-	6,878	F4	-	-	-	-	-	-	-	-	-
2350100	CJAM – Juvenile Justice Crime Prevention Act	127,303	-	-	-	-	-	-	-	-	-	-	-	-	-	127,303	L9
2352400	CJAM - Reducing Racial and Ethnic Disparities	83,822	-	-	-	-	-	-	-	-	-	-	-	-	-	83,822	L9
2352500	CJAM - Credible Messenger CalVIP Evaluation	24,704	-	-	-	-	-	-	24,704	S50	-	-	-	-	-	-	-
2352600	CJAM - CAT+ Continuation	37,450	-	-	-	-	37,450	F11	-	-	-	-	-	-	-	-	-
2352700	CJAM - Chula Vista Promise Neighborhood Continuation	38,852	-	-	-	-	38,852	F17	-	-	-	-	-	-	-	-	-
2352800	CJAM - San Diego Promise Neighborhood (SDPN)	65,006	-	-	-	-	65,006	F17	-	-	-	-	-	-	-	-	-
7500000	SANDAG Service Bureau	185,164	-	-	-	-	-	-	-	-	-	-	-	-	-	185,164	-
<b>Modeling and Research Subtotal</b>		<b>\$14,607,406</b>	<b>\$425,000</b>	<b>\$2,274,400</b>	<b>\$1,805,098</b>	<b>\$</b>	<b>-</b>	<b>\$439,679</b>	<b>\$1,556,912</b>		<b>\$6,139,493</b>	<b>\$218,767</b>		<b>\$244,703</b>		<b>\$1,503,355</b>	



OWP No.	Project Title	Total Project Funding	FTA (5303) MPO Planning	FTA (5307) Transit Planning	FHWA Planning	CMAQ	Federal Other	Notes	State Other	Notes	TDA Planning/ Admin	TransNet Program	Notes	Member Assessments	Notes	Local Other	Notes
<b>Regional Planning</b>																	
3100400	Regional Plan Implementation	726,497	500,000	-	-	-	-	-	-	-	176,497	50,000	T1	-	-	-	-
3100600	Air Quality Planning and Transportation Conformity	149,961	100,000	-	-	-	-	-	-	-	49,961	-	-	-	-	-	-
3100700	Goods Movement Planning	332,708	200,000	-	-	-	-	-	-	-	132,708	-	-	-	-	-	-
3101500	Airport Connectivity Planning	834,686	-	-	-	-	-	-	-	-	334,686	-	-	-	-	500,000	L10
3101800	CV Light Rail Trolley Improvement Study	92,446	-	-	-	-	-	-	-	-	-	-	-	-	-	92,446	L4
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	4,067,822	108,992	1,530,324	-	-	-	-	1,144,644	S1	899,881	383,981	T1	-	-	-	-
3102004	NEW - Regional Plan Outreach	589,126	-	-	-	-	-	-	521,553	S19	67,573	-	-	-	-	-	-
3102200	NCTD Comprehensive Operations Analysis	140,949	-	-	-	-	140,949	F26	-	-	-	-	-	-	-	-	-
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	756,378	-	-	-	-	-	-	756,378	S19/ S11	-	-	-	-	-	-	-
3200100	Regional Habitat Conservation Planning	135,518	-	-	-	-	-	-	-	-	68,458	67,061	T1	-	-	-	-
3200200	Regional Shoreline Management Planning	241,599	-	-	-	-	-	-	-	-	-	-	-	95,501	S	146,098	L4
3200300	Regional Energy/Climate Change Planning	367,961	175,000	-	-	-	-	-	-	-	169,784	-	-	23,177	S	-	-
3201100	Energy Roadmap Program Continuation: SDG&E	1,370,720	-	-	-	-	-	-	-	-	-	-	-	-	-	1,370,720	L7
3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies	246,469	-	-	-	-	246,469	F5	-	-	-	-	-	-	-	-	-
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	322,417	-	-	-	-	-	-	285,436	S19	36,981	-	-	-	-	-	-
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	67,479	-	-	-	-	-	-	59,739	S18	-	-	-	7,740	S	-	-
3201500	Regional Energy Efficiency and Climate Change Strategies	60,972	-	-	-	-	-	-	53,978	S19	6,993	-	-	-	-	-	-
3201600	Regional Collaboration to Advance Transportation System Resiliency	83,895	-	-	-	-	-	-	83,895	S21	-	-	-	-	-	-	-
3201700	NEW - Climate Action Planning Program	310,050	-	-	-	-	-	-	274,487	S19	35,563	-	-	-	-	-	-
3300100	TransNet Smart Growth Incentive and Active Transportation Grant Programs	367,052	-	-	-	-	-	-	-	-	-	367,052	T4/T1/ T5	-	-	-	-
3330300	Intergovernmental Review	83,892	65,000	-	-	-	-	-	-	-	18,892	-	-	-	-	-	-
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties	48,290	-	-	30,000	-	-	-	-	-	18,290	-	-	-	-	-	-
3400200	Interregional Planning: Binational Planning and Coordination	439,561	-	-	350,000	-	-	-	-	-	89,561	-	-	-	-	-	-
3400500	Interregional Planning: Tribal Liaison Program	120,515	-	-	90,000	-	-	-	-	-	30,515	-	-	-	-	-	-
<b>Regional Planning Subtotal</b>		<b>\$11,956,963</b>	<b>\$1,148,992</b>	<b>\$1,530,324</b>	<b>\$470,000</b>	<b>\$ -</b>	<b>\$387,419</b>		<b>\$3,180,110</b>		<b>\$2,136,342</b>	<b>\$868,093</b>		<b>\$126,418</b>		<b>\$2,109,264</b>	
<b>Project Implementation</b>																	
3300200	Active Transportation Planning and Programs	985,569	-	-	500,000	-	-	-	-	-	485,569	-	-	-	-	-	-
3301100	Planning for Future Coastal Rail Trail Segments	155,470	-	-	-	-	-	-	137,638	S19	-	17,832	T10	-	-	-	-
3310500	511 Advanced Traveler Information Service	673,801	-	-	-	-	-	-	338,000	S11	-	335,801	T2	-	-	-	-
3310700	Transportation Demand Management Program	732,063	-	-	-	532,063	-	-	200,000	S11	-	-	-	-	-	-	-
3310701	Transportation Demand Management – Smart Mobility Planning and Pilot Projects	1,649,251	-	-	-	1,199,251	-	-	450,000	S11	-	-	-	-	-	-	-
3310702	Transportation Demand Management – Employer Services	1,333,605	-	-	-	1,333,605	-	-	-	-	-	-	-	-	-	-	-

OWP No.	Project Title	Total Project Funding	FTA (5303) MPO Planning	FTA (5307) Transit Planning	FHWA Planning	CMAQ	Federal Other	Notes	State Other	Notes	TDA Planning/ Admin	TransNet Program	Notes	Member Assessments	Notes	Local Other	Notes
<b>Project Implementation (continued)</b>																	
3310703	Transportation Demand Management – Program and Service Delivery	1,029,518	-	-	-	1,013,518	-				-	5,333	T8	-		10,667	L1
3310704	Transportation Demand Management – Regional Vanpool Program	4,285,486	-	-	-	4,285,486	-		-		-	-		-		-	
3310711	Transportation Demand Management – Outreach Program	867,413	-	-	-	867,413	-		-		-	-		-		-	
3310713	NEW - Transportation Demand Management Mobility Hub Pilot	475,000	-	-	-	-	-		175,000	S11	-	-		-		300,000	L4
3311700	Transportation Performance Monitoring and Reporting	126,971	-	-	-	-	-		-		-	126,971	T2	-		-	
3311800	Connected Vehicle Deployment Program	627,965	-	-	-	-	-		200,000	S11	-	427,965	T2	-		-	
3320100	Short-Range Transit Service Activities	532,485	-	375,000	-	-	-		-		107,485	50,000	T1	-		-	
3320200	Specialized Transportation Grant Program	300,020	-	-	-	-	170,020	F21	-		-	130,000	T6	-		-	
3320300	Passenger Counting Program	251,633	-	175,000	-	-	-		-		76,633	-		-		-	
3321000	2021 Regional Transportation Plan Transit Plan - Advance Planning	524,743	-	350,000	-	-	-		40,000	S1	134,743	-		-		-	
3321400	Enhanced Mobility for Seniors and Disabled Pass Through	4,557,632	-	-	-	-	3,934,144	F21	-		-	-		-		623,488	L2
3321800	Planning for Operations of Mobility Hubs	305,443	-	-	-	-	276,502	F1	28,941	S11	-	-		-		-	
3330700	TSM – Integrated Corridor Management Programs	341,231	-	-	-	-	-		-		-	341,231	T2	-		-	
3331000	San Diego Regional Military Multimodal Access Strategy	57,463	-	-	-	-	45,970	F1	-		11,492	-		-		-	
3331100	Data Management Solution for Analytics	311,259	-	-	-	-	249,007	F1	-		62,252	-		-		-	
3331200	Regional Transportation System Management and Operations Plan	323,011	-	-	-	-	258,409	F1	-		-	64,602	T2	-		-	
3400600	LOSSAN and High-Speed Rail Corridor Planning	250,150	-	-	-	-	-		-		125,182	124,969	T1	-		-	
<b>Project Implementation Subtotal</b>		<b>\$20,697,183</b>	<b>\$ -</b>	<b>\$900,000</b>	<b>\$500,000</b>	<b>\$9,231,337</b>	<b>\$4,934,053</b>		<b>\$1,569,579</b>		<b>\$1,003,355</b>	<b>\$1,624,704</b>		<b>\$ -</b>		<b>\$934,155</b>	
<b>External Support and Communications</b>																	
1500000	Project Monitoring and Oversight	240,235	-	-	-	-	-		239,735	S1	500	-		-		-	
1500100	TransNet Financial Management	1,317,567	-	-	-	-	-		-		-	1,317,567	T1	-		-	
1500300	Funds Management and Oversight	212,245	-	-	175,000	-	-		-		-	37,245	T1	-		-	
1500400	Overall Work Program and Budget Programs Management	524,697	200,000	-	150,000	-	-		-		174,697	-		-		-	
1500800	NEW - TDA Funds Management and Oversight	183,396	-	-	-	-	-		-		183,396	-		-		-	
2300800	Regional Geographic Information Systems Data Warehouse	249,104	-	-	100,000	-	-		-		149,104	-		-		-	
3311100	Regional Intelligent Transportation Systems Program Management	1,069,504	-	-	-	-	-		225,000	S20	-	844,504	T2	-		-	
7300000	TransNet Public Information Program	309,157	-	-	-	-	-		-		-	309,157	T1	-		-	
7300100	Public Involvement Program	346,680	-	-	150,000	-	-		-		196,680	-		-		-	
7300200	Marketing Coordination and Implementation	131,133	-	-	-	-	-		-		66,296	64,836	T1	-		-	
7300300	PC, Internet, and Database Applications	2,146,922	-	-	600,000	-	-		-		1,546,922	-		-		-	
7300400	Government Relations	1,055,546	-	-	-	-	-		-		811,462	-		244,084	S	-	
7300500	Interagency Coordination	1,415,196	-	605,000	300,000	-	-		-		510,196	-		-		-	
7300600	Social Equity Program	58,383	-	30,000	-	-	-		-		28,383	-		-		-	
<b>External Support and Communications Subtotal</b>		<b>\$9,259,765</b>	<b>\$200,000</b>	<b>\$635,000</b>	<b>\$1,475,000</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$464,735</b>		<b>\$3,667,636</b>	<b>\$2,573,310</b>		<b>\$244,084</b>		<b>\$ -</b>	
<b>Total OWP Budget</b>		<b>\$56,521,317</b>	<b>\$1,773,992</b>	<b>\$5,339,724</b>	<b>\$4,250,098</b>	<b>\$9,231,337</b>	<b>\$5,761,151</b>		<b>\$6,771,336</b>		<b>\$12,946,826</b>	<b>\$5,284,874</b>		<b>\$615,205</b>		<b>\$4,546,773</b>	

## Notes and Explanations of Fund Sources shown in OWP Program Revenues

### Federal Transportation Planning Funds

FTA (5303) MPO Planning (CPG)	These funds, which are allocated to Metropolitan Planning Organizations (MPOs) based on Federal Transit Administration (FTA) formula to be used for regional transportation planning efforts are subject to confirmation by federal and state funding agencies.
FTA (5307) Transit Planning	
FHWA Planning (CPG)	Regional transportation planning funds administered by the Federal Highway Administration (FHWA) and Caltrans, allocated to MPOs according to the requirements of 23 U.S.C. 134 and 135, as amended by Moving Ahead for Progress in the 21st Century Act . FTA (5303) and FHWA Planning grant funds are considered Consolidated Planning Grant (CPG) funds and are administered by Caltrans.

### Other Federal Dedicated Funds

Congestion Management & Air Quality (CMAQ) Program	Federal funds for projects and activities that contribute to a reduction in traffic congestion and improvement in air quality. Administered by FHWA and Caltrans.
--	---

### Federal Other

- (F1) FHWA Strategic Partnership for Sustainable Transportation
- (F4) U.S. Dept. of Justice
- (F5) FTA Transit Planning for Sustainable Communities
- (F11) U.S. Dept. of Health & Human Services
- (F17) U.S. Dept. of Education
- (F21) FTA 5310 Enhanced Mobility of Seniors & Individuals with Disabilities
- (F22) Bureau of Justice Assistance
- (F26) FTA 5304 Strategic Partnerships Transit

### TransNet Sales Tax Revenue

- (T1) *TransNet* 1% for Program Administration
- (T2) *TransNet* Major Corridors Program
- (T4) *TransNet* Bicycle/Pedestrian Program Monitoring
- (T5) *TransNet* Smart Growth Program Monitoring
- (T6) *TransNet* Senior Services Program Monitoring
- (T8) *TransNet* New Major Corridors Transit Operations (8.1%)
- (T10) *TransNet* Bicycle/Pedestrian Program

### Local Other

- (L1) FasTrak® Revenues
- (L2) Other Local Funds
- (L3) California Border Alliance Group
- (L4) Contribution from Local Cities or Member Agencies
- (L6) County of San Diego
- (L7) San Diego Gas & Electric
- (L9) County Dept. of Probation
- (L10) SANDAG Contingency

### State Other

- (S1) Planning, Programming, and Monitoring Program
- (S11) California State DMV Vehicle Registration Fee
- (S18) California Senate Bill 1 (SB 1) (Beall, 2017) Adaptation Planning Grant
- (S19) SB 1 Sustainable Communities Grant
- (S20) Caltrans Traffic Program
- (S21) Public Transportation Account - Adaptation Planning Grant
- (S22) State Other
- (S50) Criminal Justice - Misc. Revenue

### Member Assessments

- (CJ) Criminal Justice Member Assessments
- (S) SANDAG Member Assessments

### Services to Other Agencies

- (O1) SANDAG Service Bureau Fees

### Local Flexible Funds

Transportation Development Act (TDA) Planning/Administration	The TDA passed by the state allocates a portion of the local quarter-percent sales tax revenue to MPOs for transportation planning and programming purposes and for the administration of TDA funds.
<i>TransNet</i>	The voter approved <i>TransNet</i> Extension Ordinance provides administrative funding for SANDAG (1% of total receipts) to administer the <i>TransNet</i> Program, undertake related planning efforts, and distribute funds for the various expenditure categories under the Ordinance (see Chapter 8).
Member Assessments	SANDAG collects fees from member agencies for the provision of regional planning services. The Criminal Justice division of SANDAG collects fees from member agencies for ongoing criminal justice research.

### Note:

Footnotes may not be consecutive due to use of other footnote references in other SANDAG Programs

OWP No.	Annual (A) or Multi Yr. (M)	Project Title	Total Project Budget	Salaries, Benefits, Indirect	Salaries and Benefits	Indirect Cost Allocation	Other Direct Costs	Contract Services	Materials and Equipment	Pass Through
<b>Modeling and Research</b>										
2300000	(A)	Transportation Analysis and Modeling	\$1,158,510	\$783,580	\$538,052	\$245,528	\$1,900	\$373,030	-	-
2300400	(A)	Economic and Demographic Analysis and Modeling	1,539,104	1,406,104	965,514	440,590	13,000	120,000	-	-
2300600	(A)	Enterprise Geographic Information Systems	687,686	446,186	327,406	118,780	141,500	100,000	-	-
2300900	(A)	Database Administration and Governance	497,337	257,337	176,703	80,634	-	240,000	-	-
2301100	(A)	Transportation Surveys and Other Primary Data Collection	1,862,810	339,421	233,066	106,355	1,500	1,521,889	-	-
2301200	(A)	Regional Economic and Finance Services and Research Services	218,452	213,452	146,569	66,883	5,000	-	-	-
2301300	(A)	NEW - Data Science and Big Data	325,175	225,175	154,618	70,556	100,000	-	-	-
2301400	(A)	Regional Census Data Center Operations	119,571	116,171	79,770	36,401	3,400	-	-	-
2301401	(M)	NEW - 2020 Census Complete Count Outreach	1,532,208	97,393	66,876	30,517	6,000	20,000	-	1,408,815
2301600	(M)	Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays	225,545	77,295	53,075	24,220	750	147,500	-	-
2301700	(A)	Regional Land Inventory System	645,603	584,103	401,079	183,023	1,500	60,000	-	-
2301800	(A)	Peer Review Process	145,055	143,055	98,230	44,825	2,000	-	-	-
2301900	(A)	Quality Assurance and Control	1,055,804	780,804	536,146	244,658	25,000	250,000	-	-
2302000	(A)	Program Management	483,566	473,066	324,835	148,231	10,500	-	-	-
2302100	(A)	NEW - Transportation Modeling Development	1,417,926	930,976	639,263	291,713	11,950	475,000	-	-
2302200	(A)	NEW - Data Dissemination	652,771	603,771	415,444	188,327	4,000	45,000	-	-
2302300	(A)	NEW - Data Acquisition, Management, and Governance	723,020	412,020	282,917	129,103	261,000	50,000	-	-
2340000	(A)	Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse	225,953	203,928	140,602	63,327	14,525	7,500	-	-
2340100	(M)	CJAM – Substance Abuse Monitoring	135,963	100,307	72,026	28,281	11,032	24,624	-	-
2345000	(M)	CJAM – Adult Criminal Justice Projects (Group Program)								
2346600	(M)	CJAM – Prop. 47 Evaluation	139,678	136,178	93,508	42,670	-	3,500	-	-
2346700	(M)	CJAM – SMART STAR Evaluation	246,493	59,993	41,195	18,798	-	-	-	186,500
2346800	(M)	CJAM - Specialized Housing Services for Human Trafficking Victims Evaluation	6,878	6,878	4,723	2,155	-	-	-	-
2350000	(M)	CJAM – Youth Evaluation Projects (Group Program)								
2350100	(M)	CJAM – Juvenile Justice Crime Prevention Act	127,303	127,303	87,414	39,889	-	-	-	-
2352400	(M)	CJAM - Reducing Racial and Ethnic Disparities	83,822	60,709	41,686	19,023	14,613	8,500	-	-
2352500	(M)	CJAM - Credible Messenger CalVIP Evaluation	24,704	24,704	16,963	7,741	-	-	-	-
2352600	(M)	CJAM - CAT+ Continuation	37,450	37,450	25,715	11,734	-	-	-	-
2352700	(M)	CJAM - Chula Vista Promise Neighborhood Continuation	38,852	36,752	25,236	11,516	2,100	-	-	-
2352800	(M)	CJAM - San Diego Promise Neighborhood (SDPN)	65,006	63,006	43,407	19,599	2,000	-	-	-
7500000	(A)	SANDAG Service Bureau	185,164	185,164	127,144	58,020	-	-	-	-
<b>Modeling and Research Subtotal</b>			<b>\$14,607,406</b>	<b>\$8,932,279</b>	<b>\$6,159,181</b>	<b>\$2,773,098</b>	<b>\$633,270</b>	<b>\$3,446,543</b>	<b>-</b>	<b>\$1,595,315</b>

OWP No.	Annual (A) or Multi Yr. (M)	Project Title	Total Project Budget	Salaries, Benefits, Indirect	Salaries and Benefits	Indirect Cost Allocation	Other Direct Costs	Contract Services	Materials and Equipment	Pass Through
<b>Regional Planning</b>										
3100400	(A)	Regional Plan Implementation	\$726,497	\$723,497	\$496,795	\$226,701	\$3,000	-	-	-
3100600	(A)	Air Quality Planning and Transportation Conformity	149,961	147,861	101,530	46,331	2,100	-	-	-
3100700	(A)	Goods Movement Planning	332,708	330,708	227,084	103,624	2,000	-	-	-
3101500	(M)	Airport Connectivity Planning	834,686	324,686	222,948	101,737	10,000	500,000	-	-
3101800	(M)	CV Light Rail Trolley Improvement Study	92,446	17,346	11,911	5,435	100	75,000	-	-
3102000	(M)	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	4,067,822	3,485,822	2,397,979	1,087,843	42,000	540,000	-	-
3102004	(A)	NEW - Regional Plan Outreach	589,126	29,392	20,182	9,210	559,734	-	-	-
3102200	(M)	NCTD Comprehensive Operations Analysis	140,949	3,049	2,094	955	-	-	-	137,900
3102300	(M)	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	756,378	60,769	41,728	19,042	-	695,609	-	-
3200100	(A)	Regional Habitat Conservation Planning	135,518	130,818	89,827	40,991	4,700	-	-	-
3200200	(A)	Regional Shoreline Management Planning	241,599	89,601	61,525	28,076	5,900	146,098	-	-
3200300	(A)	Regional Energy/Climate Change Planning	367,961	274,461	188,461	86,000	13,500	80,000	-	-
3201100	(M)	Energy Roadmap Program Continuation: SDG&E	1,370,720	606,720	416,609	190,110	14,000	750,000	-	-
3201200	(M)	Advancing Climate Action Plans with Data-Driven Transportation Strategies	246,469	81,214	55,767	25,448	-	165,255	-	-
3201300	(M)	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	322,417	149,869	102,909	46,960	7,468	165,081	-	-
3201400	(M)	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	67,479	8,130	5,582	2,547	-	59,349	-	-
3201500	(M)	Regional Energy Efficiency and Climate Change Strategies	60,972	10,972	7,534	3,438	-	50,000	-	-
3201600	(M)	Regional Collaboration to Advance Transportation System Resiliency	83,895	3,895	2,675	1,220	-	10,000	-	70,000
3201700	(M)	NEW - Climate Action Planning Program	310,050	109,050	74,880	34,170	1,000	200,000	-	-
3300100	(A)	TransNet Smart Growth Incentive and Active Transportation Grant Programs	367,052	295,462	202,881	92,580	500	71,090	-	-
3330300	(A)	Intergovernmental Review	83,892	83,892	57,605	26,287	-	-	-	-
3400100	(A)	Interregional Planning: Imperial, Orange, and Riverside Counties	48,290	47,540	32,644	14,896	750	-	-	-
3400200	(A)	Interregional Planning: Binational Planning and Coordination	439,561	430,461	295,580	134,881	3,100	6,000	-	-
3400500	(A)	Interregional Planning: Tribal Liaison Program	120,515	100,015	68,676	31,339	5,500	-	-	15,000
<b>Regional Planning Subtotal</b>			<b>\$11,956,963</b>	<b>\$7,545,229</b>	<b>\$5,185,407</b>	<b>\$2,359,823</b>	<b>\$675,351</b>	<b>\$3,513,482</b>	<b>-</b>	<b>\$222,900</b>
<b>Project Implementation</b>										
3300200	(A)	Active Transportation Planning and Programs	\$985,569	\$820,269	\$565,109	\$255,160	\$157,300	-	\$8,000	-
3301100	(M)	Planning for Future Coastal Rail Trail Segments	155,470	51,720	35,514	16,206	3,750	100,000	-	-
3310000	(M)	Smart Mobility Services to the Public (Group Program)								
3310500	(M)	511 Advanced Traveler Information Service	673,801	173,801	123,750	50,050	-	500,000	-	-
3310700	(A)	Transportation Demand Management Program	732,063	380,913	264,877	116,035	101,150	150,000	-	100,000
3310701	(A)	Transportation Demand Management - Smart Mobility Planning and Pilot Projects	1,649,251	774,251	551,166	223,085	75,000	800,000	-	-
3310702	(A)	Transportation Demand Management – Employer Services	1,333,605	403,711	277,212	126,499	41,094	875,000	-	13,800

OWP No.	Annual (A) or Multi Yr. (M)	Project Title	Total Project Budget	Salaries, Benefits, Indirect	Salaries and Benefits	Indirect Cost Allocation	Other Direct Costs	Contract Services	Materials and Equipment	Pass Through
<b>Project Implementation (continued)</b>										
3310703	(A)	Transportation Demand Management – Program and Service Delivery	\$1,029,518	\$374,018	\$265,895	\$108,123	\$23,500	\$30,000	\$602,000	-
3310704	(A)	Transportation Demand Management – Regional Vanpool Program	4,285,486	225,486	154,832	70,654	10,000	4,050,000	-	-
3310711	(A)	Transportation Demand Management – Outreach Program	867,413	318,413	218,641	99,772	200,000	289,000	-	60,000
3310713	(M)	NEW - Transportation Demand Management Mobility Hub Pilot	475,000	-	-	-	-	-	-	475,000
3311700	(A)	Transportation Performance Monitoring and Reporting	126,971	111,471	77,424	34,047	5,500	10,000	-	-
3311800	(M)	Connected Vehicle Deployment Program	627,965	87,965	64,811	23,154	-	540,000	-	-
3320000	(M)	Transit Service Planning (Group Program)								
3320100	(A)	Short-Range Transit Service Activities	532,485	349,974	240,312	109,661	8,800	-	-	173,711
3320200	(A)	Specialized Transportation Grant Program	300,020	282,320	193,858	88,463	2,700	15,000	-	-
3320300	(A)	Passenger Counting Program	251,633	167,719	115,165	52,553	4,000	77,914	2,000	-
3321000	(A)	2021 Regional Transportation Plan Transit Plan - Advance Planning	524,743	224,743	154,322	70,421	-	300,000	-	-
3321400	(M)	Enhanced Mobility for Seniors and Disabled Pass Through	4,557,632	-	-	-	3,042,103	-	-	1,515,529
3321800	(M)	Planning for Operations of Mobility Hubs	305,443	18,804	12,912	5,892	-	286,639	-	-
3330700	(M)	TSM – Integrated Corridor Management Programs	341,231	116,231	81,575	34,657	-	225,000	-	-
3331000	(M)	San Diego Regional Military Multimodal Access Strategy	57,463	13,453	9,237	4,215	-	44,010	-	-
3331100	(M)	Data Management Solution for Analytics	311,259	56,759	43,383	13,376	500	254,000	-	-
3331200	(M)	Regional Transportation System Management and Operations Plan	323,011	73,011	51,897	21,114	-	250,000	-	-
3400600	(A)	LOSSAN and High-Speed Rail Corridor Planning	250,150	202,150	138,808	63,342	8,000	40,000	-	-
<b>Project Implementation Subtotal</b>			<b>\$20,697,183</b>	<b>\$5,227,183</b>	<b>\$3,640,703</b>	<b>\$1,586,480</b>	<b>\$3,683,397</b>	<b>\$8,836,563</b>	<b>612,000</b>	<b>2,338,040</b>
<b>External Support and Communications</b>										
1500000	(A)	Project Monitoring and Oversight	\$240,235	\$226,035	\$155,209	\$70,826	\$14,200	-	-	-
1500100	(A)	TransNet Financial Management	1,317,567	907,287	643,729	263,558	14,600	395,680	-	-
1500300	(A)	Funds Management and Oversight	212,245	149,268	102,496	46,772	-	62,977	-	-
1500400	(A)	Overall Work Program and Budget Programs Management	524,697	521,597	358,159	163,438	3,100	-	-	-
1500800	(A)	NEW - TDA Funds Management and Oversight	183,396	90,721	63,802	26,919	7,200	85,475	-	-
2300800	(A)	Regional Geographic Information Systems Data Warehouse	249,104	221,354	151,995	69,359	27,750	-	-	-
3311100	(A)	Regional Intelligent Transportation Systems Program Management	1,069,504	351,887	250,444	101,443	15,000	702,617	-	-
7300000	(A)	TransNet Public Information Program	309,157	289,157	198,552	90,605	20,000	-	-	-
7300100	(A)	Public Involvement Program	346,680	269,680	185,178	84,502	27,000	50,000	-	-
7300200	(A)	Marketing Coordination and Implementation	131,133	111,133	76,310	34,822	20,000	-	-	-
7300300	(A)	PC, Internet, and Database Applications	2,146,922	953,922	655,019	298,903	5,000	1,168,000	20,000	-
7300400	(A)	Government Relations	1,055,546	823,546	565,495	258,051	52,000	180,000	-	-
7300500	(A)	Interagency Coordination	1,415,196	1,414,896	971,551	443,345	300	-	-	-
7300600	(A)	Social Equity Program	58,383	46,883	32,193	14,691	1,500	10,000	-	-
<b>External Support and Communications Subtotal</b>			<b>\$9,259,765</b>	<b>\$6,377,366</b>	<b>\$4,410,132</b>	<b>\$1,967,234</b>	<b>\$207,650</b>	<b>\$2,654,749</b>	<b>\$20,000</b>	<b>-</b>
<b>Total OWP Program Budget</b>			<b>\$56,521,317</b>	<b>\$28,082,057</b>	<b>\$19,395,422</b>	<b>\$8,686,635</b>	<b>\$5,199,668</b>	<b>\$18,451,337</b>	<b>\$632,000</b>	<b>\$4,156,255</b>

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
<b>Modeling and Research</b>					
2300000	5004768	Model Development: EMME (INRO) modeling software maintenance, used in Activity-Based Model (ABM) 2	\$20,000	12/22/2016	11/30/2021
2300000		Model Development: TransCAD modeling software maintenance, used in ABM1	14,400	7/1/2019	6/30/2020
2300000		Model Development: Contracted software as a service, for a regional count database for storing, viewing, and analyzing non-freeway observed count data	26,880	7/1/2019	6/30/2020
2300000		Model Development: Review of Service Bureau procedures, implement new procedures, review, and density tables	95,000	7/1/2019	6/30/2020
2300000		Model Development: Aimsun modeling software maintenance, used in integrated corridor management and dynamic traffic assignment	10,000	7/1/2019	6/30/2020
2300000		Model Development: Model run support and staff assistance. Support for peak loading of projects or additional project expertise not already on staff	181,750	7/1/2019	6/30/2020
2300000		Model Development: Data collection of strategic count locations	25,000	7/1/2019	6/30/2020
<b>2300000</b>	<b>Total</b>	<b>Transportation Analysis and Modeling</b>	<b>\$373,030</b>		
2300400		Model Development: Convene panels to review modeling methodology and results	65,000	7/1/2019	6/30/2020
2300400		Model Development: Subregional land use development model	55,000	7/1/2019	6/30/2020
<b>2300400</b>	<b>Total</b>	<b>Economic and Demographic Analysis and Modeling</b>	<b>\$120,000</b>		
2300600		Professional Services: Perform assessment, restructuring, and consolidation of Geographic Information System data libraries	\$100,000	7/15/2019	6/30/2020
<b>2300600</b>	<b>Total</b>	<b>Enterprise Geographic Information Systems</b>	<b>\$100,000</b>		
2300900		Software Application Development: Procurement of Microsoft Azure cloud services for migrating the SANDAG transportation demand modeling, enterprise relational databases and data warehouses, websites, in-house application development, information systems infrastructure, and transportation demand management applications	\$90,000	7/1/2019	6/30/2020
2300900	5004854	Professional Services - Routine database administration support and Azure cloud migration deployment, configuration, and optimization	150,000	5/20/2016	6/30/2020
<b>2300900</b>	<b>Total</b>	<b>Database Administration and Governance</b>	<b>\$240,000</b>		
2301100		Professional Services: Onboard Passenger Survey that is conducted every five years; combined with the Mid-Coast Before Survey	\$808,642	7/1/2019	12/31/2020
2301100		Professional Services: Surveying software for Applied Research Division	4,000	7/1/2019	6/30/2020
2301100	5004407	Professional Services: Cooperative Household Travel Behavior Survey - Collaboration with three other Metropolitan Planning Organizations (MPOs) to establish a framework through the use of collective resources, standardized procedures, and the newest technologies resulting in more timely data for planning and modeling purposes	50,500	9/15/2015	6/30/2021
2301100		Professional Services: Cross-Border Travel Behavior Survey - Update of the 2010 study, provide critical data regarding northbound and southbound travel along the border (e.g., State Route 11), serve as a "before" survey for Otay East border crossing scheduled to open in 2021, and update the cross-border model component of the ABM	658,747	7/1/2019	3/31/2020
<b>2301100</b>	<b>Total</b>	<b>Transportation Surveys and Other Primary Data Collection</b>	<b>\$1,521,889</b>		
2301401		Communications/Public Outreach: Advertising, social media blasts, and other media support for outreach associated with 2020 Census Complete Count not covered by funding from the state	\$20,000	7/1/2019	4/30/2020
<b>2301401</b>	<b>Total</b>	<b>NEW - 2020 Census Complete Count Outreach</b>	<b>\$20,000</b>		
2301600		Communications/Public Outreach: Messaging of Border Delay study findings and preparation of brochure and PowerPoint presentation in English and Spanish	\$10,000	10/1/2019	12/31/2019
2301600		Economic Analyses/Assessments: Estimation of economic and air quality/climate impacts of border delays along the California-Baja California ports of entry	137,500	8/1/2019	1/31/2020
<b>2301600</b>	<b>Total</b>	<b>Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays</b>	<b>\$147,500</b>		
2301700	5004440	Software Consulting Services: Enhancement and maintenance services for SPACECORE Land Inventory System	\$30,000	2/24/2015	12/31/2019
2301700		Professional Services: Update regional building outlines to reflect current year conditions	30,000	1/1/2020	6/30/2020
<b>2301700</b>	<b>Total</b>	<b>Regional Land Inventory System</b>	<b>\$60,000</b>		
		Development of quality assurance and quality control procedures for travel demand model	\$250,000	7/1/2019	6/30/2020
<b>2301900</b>	<b>Total</b>	<b>Quality Assurance and Control</b>	<b>\$250,000</b>		

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
2302100		Model Development: Update ABM2 to ABM2+ to reflect new motilities such as ride-hailing, autonomous/connected vehicles, and hyperloop	\$275,000	9/1/2019	6/30/2020
2302100		Model Development: Continue collaboration with other MPOs to enhance a common ABM software platform (ActivitySim)	35,000	7/1/2019	6/30/2020
2302100		Model Development: Support ABM2 applications in San Diego Forward: The 2021 Regional Plan (2021 Regional Plan); support ABM1 applications in Service Bureau projects; support data analysis requests from internal departments, local jurisdictions and private firms	90,000	7/1/2019	6/30/2020
2302100		Model Development: ABM database improvement, support, and reporting	75,000	7/1/2019	6/30/2020
<b>2302100</b>	<b>Total</b>	<b>NEW - Transportation Modeling Development</b>	<b>\$475,000</b>		
2302200		Model Development: ABM visualization software	\$5,000	10/1/2019	6/30/2020
2302200		Model Development: ABM visualization software assistance	40,000	10/1/2019	6/30/2020
<b>2302200</b>	<b>Total</b>	<b>NEW - Data Dissemination</b>	<b>\$45,000</b>		
2302300	5004872	Professional Services: Develop strategic plan, framework, and best practices for the acquisition, translation, management, and delivery of data necessary to support modeling and forecasting product requirements	\$50,000	7/1/2017	6/30/2022
<b>2302300</b>	<b>Total</b>	<b>NEW - Data Acquisition, Management, and Governance</b>	<b>\$50,000</b>		
2340000	5004873	Professional Services: Conduct advanced analytics for the Applied Research Division	\$7,500	10/6/2017	11/30/2019
<b>2340000</b>	<b>Total</b>	<b>Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse</b>	<b>\$7,500</b>		
2340100	5004479	Personnel Services: Assistance from sheriff deputies in the detention facilities to support data collection	\$24,624	7/1/2014	6/30/2020
<b>2340100</b>	<b>Total</b>	<b>CJAM – Substance Abuse Monitoring</b>	<b>\$24,624</b>		
2346600	5004873	Personnel Services: Provide advanced statistical analysis to complete Prop. 47 evaluation	\$3,500	10/6/2017	11/30/2019
<b>2346600</b>	<b>Total</b>	<b>CJAM – Prop. 47 Evaluation</b>	<b>\$3,500</b>		
2352400	5004873	Professional Services: Provide advanced statistical analysis for annual report	\$8,500	10/6/2017	11/30/2020
<b>2352400</b>	<b>Total</b>	<b>CJAM - Reducing Racial and Ethnic Disparities</b>	<b>\$8,500</b>		
<b>Modeling and Research Subtotal</b>			<b>\$3,446,543</b>		
<b>Regional Planning</b>					
3101500		Planning Assessments and Analysis: Alternatives development for the people mover concept to include evaluation of technologies, routings, and modes to determine which is the appropriate service type	\$250,000	7/1/2019	7/30/2021
3101500		General Engineering & Planning Services: Design work that exceeds the 30 percent that would be completed as part of planning. These engineering services could be done on the Interstate 5 ramps or the development of the people mover concept	250,000	7/1/2019	6/30/2020
<b>3101500</b>	<b>Total</b>	<b>Airport Connectivity Planning</b>	<b>\$500,000</b>		
3101800	5007812	General Engineering & Planning Services: Architectural and engineering services for Palomar Grade Separation environmental document	\$75,000	11/3/2016	11/2/2021
<b>3101800</b>	<b>Total</b>	<b>CV Light Rail Trolley Improvement Study</b>	<b>\$75,000</b>		
3102000	5004816	Environmental Services: Continuation of Environmental Impact Report (EIR) work for the 2021 Regional Plan	\$340,000	9/28/2017	9/27/2022
3102000	5004501	Legal Services: Legal assistance for the 2020 Federal Regional Transportation Plan (2020 Federal RTP) and 2021 Regional Plan	150,000	1/11/2015	1/11/2020
3102000	5005260	Professional Services: Editor services for the 2020 Federal RTP and 2021 Regional Plan documents	50,000	1/5/2018	12/31/2020
<b>3102000</b>	<b>Total</b>	<b>San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan</b>	<b>\$540,000</b>		
3102300		Professional Services: Assistance in gathering, processing and cleaning the survey data of ride-hailing users, non-users, and drivers in select communities of the San Diego, Los Angeles, and Orange counties, and the San Francisco Bay Area regions	\$695,609	7/1/2019	12/31/2019
<b>3102300</b>	<b>Total</b>	<b>The Future of Mobility: Analyzing the Impact of Ride-hailing on CA Communities</b>	<b>\$695,609</b>		
3200200	5004813	Environmental Services: Continue beach and lagoon monitoring efforts	\$146,098	9/22/2017	7/31/2022
<b>3200200</b>	<b>Total</b>	<b>Regional Shoreline Management Planning</b>	<b>\$146,098</b>		
3200300	5004923	Climate Planning Services: Prepare update to SANDAG energy/climate strategy	\$40,000	10/14/2016	10/13/2021
3200300	5004922	Climate Planning Services: Support components of Energy Roadmap Program Continuation: SDG&E (Work Element Project No. 3201100) related to Greenhouse Gas (GHG) inventories, monitoring, and policy development for transportation, renewable energy, and other non-energy efficiency topics	40,000	9/26/2016	9/25/2021
<b>3200300</b>	<b>Total</b>	<b>Regional Energy/Climate Change Planning</b>	<b>\$80,000</b>		



OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
3201100	5004922	Climate Planning Services: Climate planning services to support member agency climate action planning, data portal development, and development of the 2021 Regional Plan and its EIR	\$200,000	9/26/2016	9/25/2021
3201100	5004923	Climate Planning Services: Climate planning services to support member agency climate action planning, development of monitoring reports, and preparation of SANDAG energy/climate strategy	150,000	10/14/2016	10/13/2021
3201100	5004921	Professional Services: Engineering audits for member agencies and collaboration with climate planning services	400,000	9/26/2016	9/25/2021
<b>3201100</b>	<b>Total</b>	<b>Energy Roadmap Program Continuation: SDG&amp;E</b>	<b>\$750,000</b>		
3201200		Website Development: Assistance in developing a data framework, structure, web interface design and ultimately launching the Data Portal	\$67,600	7/1/2019	6/30/2020
3201200	5004922	Climate Planning Services: Data collection services and technical assistance on climate action planning	97,655	9/26/2016	9/25/2021
<b>3201200</b>	<b>Total</b>	<b>Advancing Climate Action Plans with Data-Driven Transportation Strategies</b>	<b>\$165,255</b>		
3201300	5004816	Planning Assessments and Analysis: Build-out of charger incentive program	\$165,081	9/28/2017	9/27/2022
<b>3201300</b>	<b>Total</b>	<b>San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program</b>	<b>\$165,081</b>		
3201400	5004814	Environmental Services: Prepare Sea-Level Rise Adaptation Guidance Document	\$59,349	9/28/2017	9/27/2022
<b>3201400</b>	<b>Total</b>	<b>Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure</b>	<b>\$59,349</b>		
3201500	5004922	Climate Planning Services: Energy/Climate Study technical support	\$5,000	9/26/2016	9/25/2021
3201500	5004923	Climate Planning Services: Preparation of Regional Energy Efficiency and Climate Change Strategies reports	45,000	10/14/2016	10/13/2021
<b>3201500</b>	<b>Total</b>	<b>Regional Energy Efficiency and Climate Change Strategies</b>	<b>\$50,000</b>		
3201600	5004814	Environmental Services: Transportation asset sea-level rise risk analysis	\$10,000	9/28/2017	9/27/2022
<b>3201600</b>	<b>Total</b>	<b>Regional Collaboration to Advance Transportation System Resiliency</b>	<b>\$10,000</b>		
3201700	5004922	Climate Planning Services: Climate planning services to support up to five additional member agencies, including quantitative analysis of GHG emissions reduction targets and measures, and cost analyses of GHG reduction measures	\$100,000	9/26/2016	9/25/2021
3201700	5004923	Climate Planning Services: Climate planning services to support up to five additional member agencies, including assistance with identification of GHG reduction measures, development of, or updates to, Climate Action Plan (CAP) documents, preparation of California Environmental Quality Act checklists, and development of CAP implementation plans	100,000	10/14/2016	10/13/2021
<b>3201700</b>	<b>Total</b>	<b>Regional Energy Efficiency and Climate Change Strategies</b>	<b>\$200,000</b>		
3300100	5004799	Professional Services: Professional photography/videos capturing newest completed projects for Communications and <i>TransNet</i> storyboard	\$20,000	4/6/2016	4/6/2021
3300100	5005213	Computer Network Services: ProjectTrak data base implementation and maintenance for the Regional Transportation Improvement Program (RTIP) budgeting tool and grant tracking	24,749	1/1/2018	12/31/2027
3300100		Professional Services: Prevailing wage monitoring	26,341	7/1/2019	6/30/2020
<b>3300100</b>	<b>Total</b>	<b><i>TransNet</i> Smart Growth Incentive and Active Transportation Grant Programs</b>	<b>\$71,090</b>		
3400200		Translation Services: Professional translation and interpreting services for Borders Committee meetings and events	\$6,000	7/1/2019	6/30/2020
<b>3400200</b>	<b>Total</b>	<b>Interregional Planning: Binational Planning and Coordination</b>	<b>\$6,000</b>		
<b>Regional Planning Subtotal</b>			<b>\$3,513,482</b>		
<b>Project Implementation</b>					
3301100		Planning Assessments and Analysis: Coastal Rail Trail Encinitas Planning study	\$100,000	7/1/2019	6/30/2020
<b>3301100</b>	<b>Total</b>	<b>Planning for Future Coastal Rail Trail Segments</b>	<b>\$100,000</b>		
3310500		Software application development: Development of new 511 system	\$300,000	1/1/2020	6/30/2020
3310500		Communications/Public Outreach: Marketing effort to promote 511 services	50,000	7/1/2019	6/30/2020
3310500		Systems Engineering Planning and Support: Assistance with developing scope of work for 511 system procurement and with system implementation, warranty phase, and project closeout	150,000	7/1/2019	6/30/2020
<b>3310500</b>	<b>Total</b>	<b>511 Advanced Traveler Information Service</b>	<b>\$500,000</b>		
3310700		Software application development: Salesforce support services and developer to conduct Salesforce system architecture enhancements, transition to Lightning, and any priority system updates required based on outcomes of the Commuter Services Strategic Plan	\$150,000	8/1/2019	3/26/2020
<b>3310700</b>	<b>Total</b>	<b>Transportation Demand Management Program</b>	<b>\$150,000</b>		

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
3310701		Planning Assessments and Analysis: Mobility hub pilot project implementation	\$250,000	7/1/2019	6/30/2020
3310701		Software application development: Establish new mobility data clearinghouse	250,000	7/1/2019	6/30/2020
3310701		Personnel Services: Create Entrepreneur-in-Residence program	300,000	7/1/2019	6/30/2020
<b>3310701</b>	<b>Total</b>	<b>Transportation Demand Management - Smart Mobility Planning and Pilot Projects</b>	<b>\$800,000</b>		
3310702	5004241	Communications/Public Outreach: Employer outreach services	\$875,000	1/15/2015	1/31/2020
<b>3310702</b>	<b>Total</b>	<b>Transportation Demand Management – Employer Services</b>	<b>\$875,000</b>		
3310703	5004967	Professional Services: Guaranteed Ride Home (GRH) Program transportation services - Taxi	\$11,000	1/1/2017	12/31/2021
3310703	5004968	Professional Services: GRH Program transportation services - Rental Car	4,000	1/1/2017	12/31/2021
3310703		Professional Services: Commuter Services Program Strategic Plan	15,000	7/1/2019	8/31/2020
<b>3310703</b>	<b>Total</b>	<b>Transportation Demand Management – Program and Service Delivery</b>	<b>\$30,000</b>		
3310704		Planning Assessments and Analysis: Vanpool Program Analysis and Strategic Plan	\$200,000	7/1/2019	6/30/2020
3310704		Professional Services - Other: Vanpool vehicle operations	3,850,000	7/1/2019	6/30/2020
<b>3310704</b>	<b>Total</b>	<b>Transportation Demand Management – Regional Vanpool Program</b>	<b>\$4,050,000</b>		
3310711		Communications/Public Outreach: Management of Transportation Demand Management marketing campaigns and sponsorship development	\$150,000	7/1/2019	6/30/2024
3310711		Professional Services: Bike and pedestrian education for employers, schools, and community organizations	139,000	7/1/2019	6/30/2024
<b>3310711</b>	<b>Total</b>	<b>Transportation Demand Management – Outreach Program</b>	<b>\$289,000</b>		
3311700		Communications/Public Outreach: Document editing, report development, and communications support for annual State of the Commute Report	\$10,000	7/1/2019	6/30/2020
<b>3311700</b>	<b>Total</b>	<b>Transportation Performance Monitoring and Reporting</b>	<b>\$10,000</b>		
3311800		Strategic Planning and Analysis: Preparation of Deployment Assessment Framework to identify high impact/high reward locations for deployment; preparation of Sustainable Operational Concept to phase deployment of Connected Vehicle Infrastructure	\$540,000	7/23/2019	6/28/2020
<b>3311800</b>	<b>Total</b>	<b>Connected Vehicle Deployment Program</b>	<b>\$540,000</b>		
3320200		Software application development: Develop software application for tracking grant expenditures, project deliverables, and program outcomes	\$15,000	7/1/2019	6/30/2020
<b>3320200</b>	<b>Total</b>	<b>Specialized Transportation Grant Program</b>	<b>\$15,000</b>		
3320300	5004555	Software Consulting Services: Passenger Counting Program	\$77,914	8/1/2014	7/31/2019
<b>3320300</b>	<b>Total</b>	<b>Passenger Counting Program</b>	<b>\$77,914</b>		
3321000		Transit Planning Services: Transit planning support for transit projects prioritized in the 2021 Regional Plan	\$300,000	7/1/2019	6/30/2020
<b>3321000</b>	<b>Total</b>	<b>2021 Regional Transportation Plan Transit Plan - Advance Planning</b>	<b>\$300,000</b>		
3321800		Systems Engineering Planning and Support: Collect baseline data and community needs, develop the problem statement and project goals, develop a mobility hub concept and the Concept of Operations for the mobility hub	\$286,639	7/1/2019	6/30/2020
<b>3321800</b>	<b>Total</b>	<b>Planning for Operations of Mobility Hubs</b>	<b>\$286,639</b>		
3330700		Systems Engineering Planning and Support: Completion of one corridor Transportation System Management and Operations (TSMO) Concept of Operations	\$225,000	7/1/2019	2/28/2021
<b>3330700</b>	<b>Total</b>	<b>TSM – Integrated Corridor Management Programs</b>	<b>\$225,000</b>		
3331000	5004162	Professional Services: Final Strategy Document	\$44,010	10/31/2014	10/31/2019
<b>3331000</b>	<b>Total</b>	<b>San Diego Regional Military Multimodal Access Strategy</b>	<b>\$44,010</b>		
3331100		Professional Services: Data Governance Framework and Manual, Summary Report on Data Governance efforts	\$154,000	7/1/2019	6/30/2020
3331100		Systems Engineering Planning and Support: Implementation Plan, Concept of Operations, Needs Assessment Report	100,000	10/1/2019	6/30/2020
<b>3331100</b>	<b>Total</b>	<b>Data Management Solution for Analytics</b>	<b>\$254,000</b>		
3331200		Systems Engineering Planning and Support: Development of Regional TSMO Plan, vision, framework, and implementation toolkit	\$250,000	7/1/2019	2/28/2021
<b>3331200</b>	<b>Total</b>	<b>Regional Transportation System Management and Operations Plan</b>	<b>\$250,000</b>		

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
3400600		Planning Assessments and Analysis: Planning, ridership, GHG emissions reduction methodology, and other data collection in support of rail capital grant applications and awards	\$40,000	7/1/2019	6/30/2020
<b>3400600</b>	<b>Total</b>	<b>LOSSAN and High-Speed Rail Corridor Planning</b>	<b>\$40,000</b>		
<b>Project Implementation Subtotal</b>			<b>\$8,836,563</b>		
<b>External Support and Communications</b>					
1500100	5005358	Auditing Services: Financial auditing services for San Diego County Regional Transportation Commission	\$42,300	5/6/2018	5/6/2021
1500100	5004769	Financial Advisor: Ongoing <i>TransNet</i> monthly retainer for financial advisor services	197,504	8/30/2016	8/31/2021
1500100	5004769	Financial Advisor: Provides financial reporting on an annual basis to conform with Governmental Accounting Standards Board (GASB) Statement 53 regarding the fair value of derivatives	3,500	8/30/2016	8/31/2021
1500100	5004769	Financial Advisor: Provides financial reporting on an annual basis to conform with GASB Statement 72 regarding the transparency of governmental entities' financial statements	3,500	8/30/2016	8/31/2021
1500100	5004769	Financial Advisor: Provides for weekly calculations of the valuation of interest rate exchange agreement	7,500	8/30/2016	8/31/2021
1500100	5005041	Professional Services: Professional disclosure and dissemination annual fee	2,000	5/1/2017	4/30/2022
1500100	5005213	Professional Services: Host and maintain ProjectTrak, a customized database used to manage the RTIP and Grants Tracking Program	39,376	1/1/2018	12/31/2027
1500100		Professional Services: Continued implementation of recommendations from the <i>TransNet</i> Ten-Year Comprehensive Program Review Look-Ahead and FY 2018 <i>TransNet</i> Triennial Performance Audit	100,000	7/1/2019	6/30/2020
<b>1500100</b>	<b>Total</b>	<b><i>TransNet</i> Financial Management</b>	<b>\$738,958</b>		
1500300	5005213	Professional Services: RTIP database (ProjectTrak) hosting and servicing	62,977	1/1/2018	12/31/2027
<b>1500300</b>	<b>Total</b>	<b>Funds Management and Oversight</b>	<b>\$62,977</b>		
1500800	5005358	Auditing Services: Financial auditing services for state-mandated Transportation Development Act audits	\$85,475	5/6/2018	5/6/2021
<b>1500800</b>	<b>Total</b>	<b>NEW - TDA Funds Management and Oversight</b>	<b>\$85,475</b>		
3311100		Professional Services: Completion of a Caltrans District 11 Intelligent Transportation System (ITS) Asset Management Plan to support the advancement and compliment the ITS Strategic Plan and Regional ITS Architecture efforts	\$225,000	7/1/2019	3/30/2020
3311100		Strategic Planning and Analysis: Update the 2011 ITS Strategic Plan, and deliver a Smart Mobility Region Strategic Plan along with an updated ITS Architecture and ten-year implementation plan	477,617	7/1/2019	12/31/2020
<b>3311100</b>	<b>Total</b>	<b>Regional Intelligent Transportation Systems Program Management</b>	<b>\$702,617</b>		
7300100		Communications/Public Outreach: Provide general editor services for SANDAG publications and collateral, including non-technical writing for projects and programs, proofreading for accuracy and consistent style, and ensuring key messages are consistently portrayed	\$50,000	7/1/2019	6/30/2020
<b>7300100</b>	<b>Total</b>	<b>Public Involvement Program</b>	<b>\$50,000</b>		
7300300	5004872	Software application development: Software development services for web-based application development	\$25,000	7/1/2017	6/30/2022
7300300		Professional Services: Redevelopment of SANDAG websites	1,143,000	7/1/2019	6/30/2020
<b>7300300</b>	<b>Total</b>	<b>PC, Internet, and Database Applications</b>	<b>\$1,168,000</b>		
7300400	5004975	Legislative Services: Representation monitoring for federal legislation	90,000	5/1/2017	6/30/2021
7300400	5000028	Legislative Services: Representation monitoring state legislation	90,000	12/1/2001	
<b>7300400</b>	<b>Total</b>	<b>Government Relations</b>	<b>\$180,000</b>		
7300600		Planning Assessments and Analysis: Planning or analysis of social equity impacts on programs or projects	\$10,000	7/1/2019	6/30/2020
<b>7300600</b>	<b>Total</b>	<b>Social Equity Program</b>	<b>\$10,000</b>		
<b>External Support and Communications Subtotal</b>			<b>\$2,654,749</b>		
<b>Overall Work Program Contracted Services Total</b>			<b>\$18,451,337</b>		

OWP No.	Project Title	Total Project Funding	FTA (5303) MPO Planning	FTA (5303) MPO Planning Carryover	FHWA Planning	FHWA Planning Carryover	FTA 5304	FHWA SPR	SB 1 Sustainable Communities	SB 1 Adaptation Planning	TDA Planning/ Admin	Other Local, State or Federal	Notes	In-Kind Match (not included in Project Total)
1500300	Funds Management and Oversight	\$ 212,245	\$ -	\$ -	\$ 175,000	\$ -	-	\$ -	\$ -	\$ -	-	\$ 37,245	T1	\$ -
1500400	Overall Work Program and Budget Programs Management	524,697	200,000	-	150,000	-	-	-	-	-	174,697	-		-
2300000	Transportation Analysis and Modeling	1,158,510	171,219	253,781	-	-	-	-	-	-	239,110	494,400	F27/O1	-
2300400	Economic and Demographic Analysis and Modeling	1,539,104	-	-	721,461	233,637	-	-	-	-	584,006	-		-
2300800	Regional Geographic Information Systems Data Warehouse	249,104	-	-	100,000	-	-	-	-	-	149,104	-	-	-
2300900	Database Administration and Governance	497,337	-	-	300,000	-	-	-	-	-	197,337	-		-
2301600	Fresh Look at Economic Impacts of Border Delays	225,545	-	-	50,000	-	-	-	-	-	175,545	-		-
2302100	NEW - Transportation Modeling Development	1,417,926	-	-	300,000	-	-	-	-	-	642,926	475,000	L10	-
2302200	NEW - Data Dissemination	652,771	-	-	200,000	-	-	-	-	-	452,771	-		-
3100400	Regional Plan Implementation	726,497	500,000	-	-	-	-	-	-	-	176,497	50,000	T1	-
3100600	Air Quality Planning and Transportation Conformity	149,961	100,000	-	-	-	-	-	-	-	49,961	-		-
3100700	Goods Movement Planning	332,708	200,000	-	-	-	-	-	-	-	132,708	-		-
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	4,067,822	108,992	-	-	-	-	-	-	-	899,881	1,144,644	S1	-
3102004	NEW - Regional Plan Outreach	589,126	-	-	-	-	-	-	521,553	-	67,573	-		-
3102200	NCTD Comprehensive Operations Analysis	140,949	-	-	-	-	140,949	-	-	-	-	-		28,190
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	756,378	-	-	-	-	-	-	696,494	-	-	59,885	S11	63,747
3200300	Regional Energy/Climate Change Planning	367,961	175,000	-	-	-	-	-	-	-	169,784	23,177	S	-
3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies	246,469	-	-	-	-	246,469	-	-	-	-	-		49,294
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	322,417	-	-	-	-	-	-	285,436	-	36,981	-		-
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	67,479	-	-	-	-	-	-	-	59,739	-	7,740	S	-
3201500	Regional Energy Efficiency and Climate Change Strategies	60,972	-	-	-	-	-	-	53,978	-	6,993	-		-
3201600	Regional Collaboration to Advance Transportation System Resiliency	83,895	-	-	-	-	-	-	-	83,895	-	-		13,423
3201700	NEW - Climate Action Planning Program	310,050	-	-	-	-	-	-	274,487	-	35,563	-		-
3300200	Active Transportation Planning and Programs	985,569	-	-	500,000	-	-	-	-	-	485,569	-		-
3301100	Planning for Future Coastal Rail Trail Segments	155,470	-	-	-	-	-	-	137,638	-	-	17,832	T10	-
3321800	Planning for Operations of Mobility Hubs	305,443	-	-	-	-	-	276,502	-	-	-	28,941	S11	44,701
3330300	Intergovernmental Review	83,892	65,000	-	-	-	-	-	-	-	18,892	-		-
3331000	San Diego Regional Military Multimodal Access Strategy	57,463	-	-	-	-	-	45,970	-	-	11,492	-		-

OWP No.	Project Title	Total Project Funding	FTA (5303) MPO Planning	FTA (5303) MPO Planning Carryover	FHWA Planning	FHWA Planning Carryover	FTA 5304	FHWA SPR	SB 1 Sustainable Communities	SB 1 Adaptation Planning	TDA Planning/ Admin	Other Local, State or Federal	Notes	In-Kind Match (not included in Project Total)
3331100	Data Management Solution for Analytics	311,259	-	-	-	-	-	249,007	-	-	62,252	-		-
3331200	Regional Transportation System Management and Operations Plan	323,011	-	-	-	-	-	258,409	-	-	-	64,602	T2	-
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties	48,290	-	-	30,000	-	-	-	-	-	18,290	-		-
3400200	Interregional Planning: Binational Planning and Coordination	439,561	-	-	350,000	-	-	-	-	-	89,561	-		-
3400500	Interregional Planning: Tribal Liaison Program	120,515	-	-	90,000	-	-	-	-	-	30,515	-		-
7300100	Public Involvement Program	346,680	-	-	150,000	-	-	-	-	-	196,680	-		-
7300300	PC, Internet, and Database Applications	2,146,922	-	-	600,000	-	-	-	-	-	1,546,922	-		-
7300500	Interagency Coordination	1,415,196	-	-	300,000	-	-	-	-	-	510,196	605,000	F27	-
<b>Total Budget CPG Funded Projects</b>		<b>\$ 21,439,193</b>	<b>\$ 1,520,211</b>	<b>\$ 253,781</b>	<b>\$ 4,016,461</b>	<b>\$ 233,637</b>	<b>\$ 387,419</b>	<b>\$ 829,889</b>	<b>\$ 1,969,586</b>	<b>\$ 143,634</b>	<b>\$ 7,161,804</b>	<b>\$ 3,008,466</b>		<b>\$ 199,355</b>

## Notes and Explanations of Fund Sources shown in OWP Projects with Consolidated Planning Grant Funding

<b>Federal Transportation Planning Funds</b>		
FTA (5303) MPO Planning (CPG)	These funds, which are allocated to Metropolitan Planning Organizations (MPOs) based on Federal Transit Administration (FTA) formula to be used for regional transportation planning efforts are subject to confirmation by federal and state funding agencies.	
FTA (5307) Transit Planning		
FHWA Planning (CPG)	Regional transportation planning funds administered by the Federal Highway Administration (FHWA) and Caltrans, allocated to MPOs according to the requirements of 23 U.S.C. 134 and 135, as amended by Moving Ahead for Progress in the 21st Century Act (MAP-21). FTA (5303) and FHWA Planning grant funds are considered Consolidated Planning Grant (CPG) funds and are administered by Caltrans.	
<b>Federal Other</b>		
(F27) FTA 5307 Transit Planning		
<b>State Other</b>		
(S1) Planning, Programming, and Monitoring (PPM) Program		
(S11) California State DMV Vehicle Registration Fee		
<b>Local Flexible Funds</b>		
TDA Planning/Administration	The Transportation Development Act passed by the state allocates a portion of the local quarter-percent sales tax revenue to MPOs for transportation planning and programming purposes and for the administration of TDA funds.	
TransNet	The voter approved <i>TransNet</i> Extension Ordinance provides administrative funding for SANDAG (1% of total receipts) to administer the <i>TransNet</i> Program, undertake related planning efforts, and distribute funds for the various expenditure categories under the Ordinance (see Chapter 8).	
Member Assessments	SANDAG collects fees from member agencies for the provision of regional planning services. The Criminal Justice division of SANDAG collects fees from member agencies for ongoing criminal justice research.	

### Note:

Footnotes may not be consecutive due to use of other footnote references in other SANDAG Programs.

OWP No.	Project Title	Total Project Budget	Salaries, Benefits, Indirect	Salaries and Benefits	Indirect Cost Allocation	Other Direct Costs	Contract Services	Materials and Equipment	Pass Through	In-Kind Match (not included in Project Total)
1500300	Funds Management and Oversight	\$ 212,245	\$ 149,268	\$ 102,496	\$ 46,772	\$ -	\$ 62,977	\$ -	\$ -	\$ -
1500400	Overall Work Program and Budget Programs Management	524,697	521,597	358,159	163,438	3,100	-	-	-	-
2300000	Transportation Analysis and Modeling	1,158,510	783,580	538,052	245,528	1,900	373,030	-	-	-
2300400	Economic and Demographic Analysis and Modeling	1,539,104	1,406,104	965,514	440,590	13,000	120,000	-	-	-
2300800	Regional Geographic Information Systems Data Warehouse	249,104	221,354	151,995	69,359	27,750	-	-	-	-
2300900	Database Administration and Governance	497,337	257,337	176,703	80,634	-	240,000	-	-	-
2301600	Fresh Look at Economic Impacts of Border Delays	225,545	77,295	53,075	24,220	750	147,500	-	-	-
2302100	NEW - Transportation Modeling Development	1,417,926	930,976	639,263	291,713	11,950	475,000	-	-	-
2302200	NEW - Data Dissemination	652,771	603,771	415,444	188,327	4,000	45,000	-	-	-
3100400	Regional Plan Implementation	726,497	723,497	496,795	226,701	3,000	-	-	-	-
3100600	Air Quality Planning and Transportation Conformity	149,961	147,861	101,530	46,331	2,100	-	-	-	-
3100700	Goods Movement Planning	332,708	330,708	227,084	103,624	2,000	-	-	-	-
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	4,067,822	3,485,822	2,397,979	1,087,843	42,000	540,000	-	-	-
3102004	NEW - Regional Plan Outreach	589,126	29,392	20,182	9,210	559,734	-	-	-	-
3102200	NCTD Comprehensive Operations Analysis	140,949	3,049	2,094	955	-	-	-	137,900	28,190
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	756,378	60,769	41,728	19,042	-	695,609	-	-	63,747
3200300	Regional Energy/Climate Change Planning	367,961	274,461	188,461	86,000	13,500	80,000	-	-	-
3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies	246,469	81,214	55,767	25,448	-	165,255	-	-	49,294
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	322,417	149,869	102,909	46,960	7,468	165,081	-	-	-
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	67,479	8,130	5,582	2,547	-	59,349	-	-	-
3201500	Regional Energy Efficiency and Climate Change Strategies	60,972	10,972	7,534	3,438	-	50,000	-	-	-
3201600	Regional Collaboration to Advance Transportation System Resiliency	83,895	3,895	2,675	1,220	-	10,000	-	70,000	13,423
3201700	NEW - Climate Action Planning Program	310,050	109,050	74,880	34,170	1,000	200,000	-	-	-
3300200	Active Transportation Planning and Programs	985,569	820,269	565,109	255,160	157,300	-	8,000	-	-
3301100	Planning for Future Coastal Rail Trail Segments	155,470	51,720	35,514	16,206	3,750	100,000	-	-	-
3321800	Planning for Operations of Mobility Hubs	305,443	18,804	12,912	5,892	-	286,639	-	-	44,701
3330300	Intergovernmental Review	83,892	83,892	57,605	26,287	-	-	-	-	-
3331000	San Diego Regional Military Multimodal Access Strategy	57,463	13,453	9,237	4,215	-	44,010	-	-	-
3331100	Data Management Solution for Analytics	311,259	56,759	43,383	13,376	500	254,000	-	-	-
3331200	Regional Transportation System Management and Operations Plan	323,011	73,011	51,897	21,114	-	250,000	-	-	-
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties	48,290	47,540	32,644	14,896	750	-	-	-	-
3400200	Interregional Planning: Binational Planning and Coordination	439,561	430,461	295,580	134,881	3,100	6,000	-	-	-
3400500	Interregional Planning: Tribal Liaison Program	120,515	100,015	68,676	31,339	5,500	-	-	15,000	-
7300100	Public Involvement Program	346,680	269,680	185,178	84,502	27,000	50,000	-	-	-
7300300	PC, Internet, and Database Applications	2,146,922	953,922	655,019	298,903	5,000	1,168,000	20,000	-	-
7300500	Interagency Coordination	1,415,196	1,414,896	971,551	443,345	300	-	-	-	-
<b>Total Budget CPG Funded Projects</b>		<b>\$ 21,439,193</b>	<b>\$ 14,704,391</b>	<b>\$ 10,110,204</b>	<b>\$ 4,594,188</b>	<b>\$ 896,451</b>	<b>\$ 5,587,450</b>	<b>\$ 28,000</b>	<b>\$ 222,900</b>	<b>\$ 199,355</b>

Project No.	Project Title	FY 2018 Actual Expenditures	FY 2019 Estimated Expenditures	FY 2020 Budgeted Expenditures
<b>Modeling and Research</b>				
2300000	(A) Transportation Analysis and Modeling	\$2,242,103	\$2,428,412	\$1,158,510
2300400	(A) Economic and Demographic Analysis and Modeling	723,883	1,331,679	1,539,104
2300600	(A) Enterprise Geographic Information Systems	448,628	1,001,964	687,686
2300900	(A) Database Administration and Governance	726,029	370,868	497,337
2301100	(A) Transportation Surveys and Other Primary Data Collection	231,312	708,257	1,862,810
2301200	(A) Regional Economic and Finance Services and Research Services	454,238	558,428	218,452
2301300	(A) NEW - Data Science and Big Data	-	-	325,175
2301400	(A) Regional Census Data Center Operations	89,314	172,739	119,571
2301401	(M) NEW - 2020 Census Complete Count Outreach	-	13,387	1,532,208
2301600	(M) Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays	90,348	4,974	225,545
2301700	(A) Regional Land Inventory System	602,877	584,327	645,603
2301800	(A) Peer Review Process	-	152,367	145,055
2301900	(A) Quality Assurance and Control	-	485,394	1,055,804
2302000	(A) Program Management	-	251,718	483,566
2302100	(A) NEW - Transportation Modeling Development	-	-	1,417,926
2302200	(A) NEW - Data Dissemination	-	-	652,771
2302300	(A) NEW - Data Acquisition, Management, and Governance	-	-	723,020
2340000	(A) Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse	167,786	259,607	225,953
2340100	(M) CJAM – Substance Abuse Monitoring	123,110	135,963	135,963
2345000	(M) CJAM – Adult Criminal Justice Projects (Group Program)			
2346600	(M) CJAM – Prop. 47 Evaluation	49,249	152,479	139,678
2346700	(M) CJAM – SMART STAR Evaluation	21,673	247,417	246,493
2346800	(M) CJAM - Specialized Housing Services for Human Trafficking Victims Evaluation	-	8,000	6,878
2350000	(M) CJAM – Youth Evaluation Projects (Group Program)			
2350100	(M) CJAM – Juvenile Justice Crime Prevention Act	188,175	198,216	127,303
2352400	(M) CJAM - Reducing Racial and Ethnic Disparities	-	77,576	83,822
2352500	(M) CJAM - Credible Messenger CalVIP Evaluation	-	25,296	24,704
2352600	(M) CJAM - CAT+ Continuation	-	35,412	37,450
2352700	(M) CJAM - Chula Vista Promise Neighborhood Continuation	-	38,480	38,852
2352800	(M) CJAM - San Diego Promise Neighborhood (SDPN)	-	-	65,006
7500000	(A) SANDAG Service Bureau	496,080	311,865	185,164
<b>Modeling and Research Subtotal</b>		<b>\$6,654,803</b>	<b>\$9,554,827</b>	<b>\$14,607,406</b>
<b>Regional Planning</b>				
3100400	(A) Regional Plan Implementation	\$2,288,801	\$689,612	\$726,497
3100600	(A) Air Quality Planning and Transportation Conformity	78,946	123,014	149,961
3100700	(A) Goods Movement Planning	216,437	389,225	332,708
3101500	(M) Airport Connectivity Planning	-	1,260,000	834,686
3101800	(M) CV Light Rail Trolley Improvement Study	236,654	327,925	92,446
3102000	(M) San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	2,273,655	2,880,498	4,067,822
3102004	(A) NEW - Regional Plan Outreach	-	-	589,126
3102200	(M) NCTD Comprehensive Operations Analysis	-	51,000	140,949
3102300	(M) The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	-	235,122	756,378
3200100	(A) Regional Habitat Conservation Planning	144,931	112,611	135,518
3200200	(A) Regional Shoreline Management Planning	202,819	207,744	241,599
3200300	(A) Regional Energy/Climate Change Planning	293,568	463,101	367,961
3201100	(M) Energy Roadmap Program Continuation: SDG&E	1,025,252	1,110,680	1,370,720
3201200	(M) Advancing Climate Action Plans with Data-Driven Transportation Strategies	7,879	245,652	246,469
3201300	(M) San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	42,308	313,011	322,417
3201400	(M) Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	15,427	120,415	67,479
3201500	(M) Regional Energy Efficiency and Climate Change Strategies	-	164,940	60,972
3201600	(M) Regional Collaboration to Advance Transportation System Resiliency	-	121,119	83,895

## FY 2020 Overall Work Program – FY 2018-2020 Expenditure Comparison

Project No.	Project Title	FY 2018 Actual Expenditures	FY 2019 Estimated Expenditures	FY 2020 Budgeted Expenditures
<b>Regional Planning (continued)</b>				
3201700	(M) NEW - Climate Action Planning Program	-	-	310,050
3300100	(A) <i>TransNet</i> Smart Growth Incentive and Active Transportation Grant Programs	428,479	380,292	367,052
3330300	(A) Intergovernmental Review	54,851	74,715	83,892
3400100	(A) Interregional Planning: Imperial, Orange, and Riverside Counties	36,240	44,136	48,290
3400200	(A) Interregional Planning: Binational Planning and Coordination	369,065	408,064	439,561
3400500	(A) Interregional Planning: Tribal Liaison Program	155,145	126,446	120,515
<b>Regional Planning Subtotal</b>		<b>\$7,870,457</b>	<b>\$9,849,319</b>	<b>\$11,956,963</b>
<b>Project Implementation</b>				
3300200	(A) Active Transportation Planning and Programs	\$1,064,282	\$1,060,205	\$985,569
3301100	(M) Planning for Future Coastal Rail Trail Segments	-	143,959	155,470
3310000	(M) Smart Mobility Services to the Public (Group Program)			
3310500	(M) 511 Advanced Traveler Information Service	115,760	396,987	673,801
3310700	(A) Transportation Demand Management Program	786,310	447,283	732,063
3310701	(A) Transportation Demand Management - Smart Mobility Planning and Pilot Projects	352,750	842,710	1,649,251
3310702	(A) Transportation Demand Management – Employer Services	993,472	1,288,300	1,333,605
3310703	(A) Transportation Demand Management – Program and Service Delivery	344,720	837,125	1,029,518
3310704	(A) Transportation Demand Management – Regional Vanpool Program	3,447,636	4,061,659	4,285,486
3310711	(A) Transportation Demand Management – Outreach Program	711,833	879,627	867,413
3310713	(M) NEW - Transportation Demand Management Mobility Hub Pilot	-	25,000	475,000
3311700	(A) Transportation Performance Monitoring and Reporting	115,870	119,081	126,971
3311800	(M) Connected Vehicle Deployment Program	321,512	501,100	627,965
3320000	(M) Transit Service Planning (Group Program)			
3320100	(A) Short-Range Transit Service Activities	555,527	813,017	532,485
3320200	(A) Specialized Transportation Grant Program	197,666	264,490	300,020
3320300	(A) Passenger Counting Program	210,539	254,080	251,633
3321000	(A) 2021 Regional Transportation Plan Transit Plan - Advance Planning	344,543	441,077	524,743
3321400	(M) Enhanced Mobility for Seniors and Disabled Pass Through	3,492,440	2,069,014	4,557,632
3321800	(M) Planning for Operations of Mobility Hubs	-	18,621	305,443
3330700	(M) TSM – Integrated Corridor Management Programs	72,183	185,401	341,231
3331000	(M) San Diego Regional Military Multimodal Access Strategy	137,497	129,533	57,463
3331100	(M) Data Management Solution for Analytics	2,283	136,458	311,259
3331200	(M) Regional Transportation System Management and Operations Plan	-	51,470	323,011
3400600	(A) LOSSAN and High-Speed Rail Corridor Planning	264,774	182,306	250,150
<b>Project Implementation Subtotal</b>		<b>\$13,531,598</b>	<b>\$15,148,502</b>	<b>\$20,697,183</b>
<b>External Support and Communications</b>				
1500000	(A) Project Monitoring and Oversight	\$221,132	\$309,844	\$240,235
1500100	(A) <i>TransNet</i> Financial Management	1,308,430	1,264,200	1,317,567
1500300	(A) Funds Management and Oversight	377,954	456,187	212,245
1500400	(A) Overall Work Program and Budget Programs Management	481,402	530,705	524,697
1500800	(A) NEW - TDA Funds Management and Oversight	-	-	183,396
2300800	(A) Regional Geographic Information Systems Data Warehouse	202,592	219,261	249,104
3311100	(A) Regional Intelligent Transportation Systems Program Management	385,133	671,695	1,069,504
7300000	(A) <i>TransNet</i> Public Information Program	315,059	357,396	309,157
7300100	(A) Public Involvement Program	413,024	396,191	346,680
7300200	(A) Marketing Coordination and Implementation	105,777	159,951	131,133
7300300	(A) PC, Internet, and Database Applications	812,115	969,243	2,146,922
7300400	(A) Government Relations	684,547	795,280	1,055,546
7300500	(A) Interagency Coordination	1,496,853	1,239,968	1,415,196
7300600	(A) Social Equity Program	46,604	107,530	58,383
<b>External Support and Communications Subtotal</b>		<b>\$6,850,621</b>	<b>\$7,477,454</b>	<b>\$9,259,765</b>
<b>Overall Work Program Total</b>		<b>\$34,907,480</b>	<b>\$42,030,102</b>	<b>\$56,521,317</b>



## Chapter 4



## Regional Operations and Services

## Overview

This chapter describes the Regional Operations and Services. Starting in FY 2013 with the first full year of operations of the State Route 125 Toll Facilities, SANDAG has organized the operational functions, including Freeway Service Patrol Program, the Interstate 15 *FasTrak*® Value Pricing Program, and Intelligent Transportation Systems Operations into the Department of Operations. The Regional Operations and Services area of emphasis includes these mobility programs, as well as the Automated Regional Justice Information System and property management activities. The following pages describe the work elements and budgets in much the same format as Chapters 2 and 3 for this distinct group of projects.

### Table of Contents

3310200	Motorist Aid Services – Freeway Service Patrol.....	4-2	7350300	ARJIS: Enterprise System.....	4-22
3310300	Interstate 15 <i>FasTrak</i> ® Value Pricing Program.....	4-4	7352000	ARJIS: ARJISnet Infrastructure and Mobile.....	4-24
3311000	Intelligent Transportation Systems Operation.....	4-6	7352300	ARJIS: San Diego National Incident Based Reporting.....	4-26
3312100	State Route 125 Facility Operations.....	4-8	7352400	ARJIS: Regional Training Program – FFY 2017.....	4-28
3312200	Motorist Aid – Call Box Program.....	4-10	7352500	ARJIS: Urban Area Security Initiative FFY 2018.....	4-29
3312300	Centralized Trolley Control Maintenance.....	4-12	7352600	NEW – ARJIS: Urban Area Security Initiative FFY 2019.....	4-31
3312400	Freeway Service Patrol – Traffic Mitigation Program.....	4-13		Program Revenues .....	4-33
3312500	Santa Fe Street Building Management.....	4-14		Program Expenses.....	4-34
3312700	A Street Property Management.....	4-16		Five-Year Projected Revenue and Expenses.....	4-35
7350000	ARJIS: Services to Member Agencies (Group Program).....	4-17		Five-Year Projected Reserve Fund Balances.....	4-37
7350100	ARJIS: Maintenance and Support.....	4-18		Contracted Services.....	4-39
7350200	ARJIS: Project Management and Administration.....	4-20		FY 2018 – FY 2020 Expenditure Comparison.....	4-41

**Work Element: 3310200 Motorist Aid Services – Freeway Service Patrol**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$247,040	\$176,199	\$249,074
Other Direct Costs	\$81,505	\$177,376	\$169,380
Contracted Services	\$2,659,267	\$6,718,130	\$5,460,000
<b>Total</b>	<b>\$2,987,812</b>	<b>\$7,071,705</b>	<b>\$5,878,454</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Caltrans Freeway Service Patrol	\$2,276,778	\$2,921,705	\$2,507,974
California State DMV Vehicle Registration Fee	\$711,034	\$2,550,000	\$1,350,000
SB1 Freeway Service Patrol	\$0	\$1,600,000	\$2,020,480
<b>Total</b>	<b>\$2,987,812</b>	<b>\$7,071,705</b>	<b>\$5,878,454</b>

### Objective

The objective of this work element is to reduce non-recurrent freeway congestion and enhance safety by providing a roving motorist aid service that patrols designated urban freeways and assists/removes stranded or disabled vehicles.

Emphasis in FY 2020 will be on implementing permanent Freeway Service Patrol (FSP) service funded by California Senate Bill 1 (Beall, 2017); increasing active real-time fleet management using the fleet management system; executing a new memorandum of understanding with the California Highway Patrol (CHP) for FSP service; and continuing to provide cost-effective roadside assistance service for the San Diego region.

### Previous Accomplishments

By the end of FY 2019 the FSP is projected to assist more than 85,000 motorists.

### Justification

The FSP program is an established incident management program operating in metropolitan areas throughout the state that facilitates the rapid clearing of accidents and other incidents, thereby improving traffic flow. FSP is a transportation systems management strategy that supports the implementation of San Diego Forward:

The 2015 Regional Plan by improving safety, reducing congestion and thereby reducing greenhouse gas emissions on regional highways. SANDAG contracts with local tow operators to provide FSP program service on 225 miles of the region's busiest freeways.

**Project Manager:** Aaron Moreno, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Provide program management and regular monitoring of fleet operations, optimize operations, and improve program effectiveness and efficiency; and complete the integration of the Fleet Management System with the CHP dispatch system <b>Product:</b> Monitoring reports; cost-benefit analysis and service updates; meetings with stakeholders; and integration with CHP dispatch <b>Completion Date:</b> 6/30/2020
2	50	<b>Task Description:</b> Provide cost-effective and efficient FSP motorist aid service and optimize service delivery <b>Product:</b> Ongoing motorist aid services and contract documents <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Coordinate with regional FSP partners to provide progress and performance reports <b>Product:</b> Progress and performance reports: bi-monthly, quarterly, and annually <b>Completion Date:</b> 6/30/2020

### Future Activities

The FSP will continue to provide congestion relief and improve safety by assisting stranded motorists on the region's urban freeways.

**Work Element:** 3310300 Interstate 15 *FasTrak*® Value Pricing Program  
**Area of Emphasis:** Regional Operations and Services

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$602,108	\$1,030,352	\$1,769,116
Other Direct Costs	\$535,867	\$1,032,109	\$765,741
Materials and Equipment	\$289,143	\$225,000	\$593,800
Contracted Services	\$3,924,976	\$4,278,250	\$4,521,150
Pass-Through to Other Agencies	\$903,772	\$1,089,604	\$1,645,000
<b>Total</b>	<b>\$6,255,866</b>	<b>\$7,655,315</b>	<b>\$9,294,807</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>FasTrak</i> ® Revenues and Violation Fines & Forfeitures	\$6,255,866	\$7,655,315	\$9,294,807
<b>Total</b>	<b>\$6,255,866</b>	<b>\$7,655,315</b>	<b>\$9,294,807</b>

### Objective

The objectives of this work element are to maximize utilization of the Interstate 15 (I-15) Express Lanes by allowing *FasTrak*® customers to pay a toll/fee to use the excess capacity of the facility; cost-effectively manage the program; and utilize price controls to maintain performance levels in the lanes.

Emphasis in FY 2020 will be on transitioning to the 6C toll transponder technology and updating business processes to support the implementation.

### Previous Accomplishments

The I-15 Express Lanes have experienced consistent growth in traffic and revenue while maintaining reliable performance levels.

### Justification

San Diego Forward: The 2015 Regional Plan calls for pricing strategies, such as the I-15 Express Lanes, to reduce the demand on the region's transportation system. The I-15 Express Lanes incentivize the use of public transit and sharing rides, both of which contribute to reducing greenhouse gas emissions. The I-15 program also improves mobility in the corridor by allowing solo drivers to pay a fee to use the facility, thereby removing traffic from the general-purpose lanes. In addition, net revenues available after covering the cost of operating the program may be used for other mobility improvements including subsidizing transit services in the corridor.

**Project Manager:** Ryan Ross, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Program management, including tracking revenue and expenditures, peer presentations, and sharing information on the project <b>Product:</b> Quarterly reports and presentations <b>Completion Date:</b> 6/30/2020
2	45	<b>Task Description:</b> Oversee contracted service operations, address customer issues, collections processes, and program costs; support the transition to 6C toll transponder technology <b>Product:</b> Monthly performance reports, 6C transponder marketing plan, updated customer application and agreement, and updated printed and digital marketing materials <b>Completion Date:</b> 6/30/2020
3	25	<b>Task Description:</b> Partner with Caltrans and the Metropolitan Transit System to support facility operations and to optimize corridor performance through effective operations; and develop a marketing plan to improve <i>FasTrak</i> customer engagement <b>Product:</b> Cost sharing, annual transit subsidy payment, and a regional <i>FasTrak</i> marketing and public outreach plan delivered by spring 2020 <b>Completion Date:</b> 6/30/2020
4	10	<b>Task Description:</b> Conduct performance monitoring on I-15 Express Lanes facility <b>Product:</b> Data collection and analysis presented at quarterly corridor management meetings <b>Completion Date:</b> 6/30/2020

### Future Activities

Ongoing operations include efforts to actively manage maintenance requirements, pricing strategies, and enforcement.

**Work Element: 3311000 Intelligent Transportation Systems Operation**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$281,941	\$430,795	\$567,267
Other Direct Costs	\$170,473	\$247,500	\$255,500
Materials and Equipment	\$4,338	\$95,000	\$10,000
Contracted Services	\$749,820	\$765,000	\$715,000
<b>Total</b>	<b>\$1,206,572</b>	<b>\$1,538,295</b>	<b>\$1,547,767</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
<i>TransNet</i> Major Corridors Program	\$817,572	\$1,149,295	\$1,326,767
Caltrans Traffic Program	\$24,400	\$24,400	\$24,400
Contribution from Local Cities or Member Agencies	\$11,300	\$11,300	\$11,300
<i>TransNet</i> Local System Improvement	\$185,300	\$185,300	\$185,300
California State DMV Vehicle Registration Fee	\$168,000	\$168,000	\$0
<b>Total</b>	<b>\$1,206,572</b>	<b>\$1,538,295</b>	<b>\$1,547,767</b>

### Objective

The objective of this work element is to address the ongoing operations, system administration, network communications, and maintenance needs of regional Intelligent Transportation Systems (ITS) deployments.

Emphasis in FY 2020 will be on further enhancements to the Integrated Corridor Management System (ICMS), creating a support model for the Bus on Shoulder demonstration project as well as conducting cross-training of staff to enhance the support of all ITS operations environments.

### Previous Accomplishments

The focus during FY 2019 was to update and replace the hardware, network, and application for ICMS.

### Justification

San Diego Forward: The 2015 Regional Plan describes Transportation System Management and Emerging Technologies as vital strategies to meet our plan goals including maximizing the region's existing transportation system and reducing greenhouse gas emissions. The ITS Operations Program ensures that transportation systems that have been deployed are effectively operated and maintained.

**Project Manager:** Stan Glowacki, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<p><b>Task Description:</b> Maintain all related ITS Operations contracts and direct consultant teams for day-to-day support tasks</p> <p><b>Product:</b> Maintenance of third-party support contracts and agreements to provide regional technical support, administration, and monitoring of ITS; daily review of system generated performance metrics and reports to ensure service level agreements are met based on environment – 24/7 or next business day support</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	25	<p><b>Task Description:</b> Provide technical staffing support of SANDAG-operated systems, such as ICMS and Regional Arterial Management System (RAMS); conduct cross-training of staff to enhance support across all ITS operations environments</p> <p><b>Product:</b> Day-to-day operational support of all SANDAG ITS systems and support to partner agencies</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	25	<p><b>Task Description:</b> Maintain communication lines, servers, and services that comprise the regional network and support regional ITS applications, as well as continued support of the RAMS and ICMS; this includes any equipment upgrades due to performance requirements or replacement due to end of life hardware; also included are application maintenance, support, and enhancements required for system performance and security</p> <p><b>Product:</b> Technical support, administration, monitoring, and controlling of regional ITS daily review of system generated performance metrics and reports as well as end user submittals – 24/7 or next business day support</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	10	<p><b>Task Description:</b> Coordinate change management procedures in alignment with the configuration management system. This would include training of staff and users to properly follow protocols for system changes and have proper tracking, review, and approval for change requests.</p> <p><b>Product:</b> Documented change management requests through change management process</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	10	<p><b>Task Description:</b> Develop an operations and maintenance support model for the Bus on Shoulder demonstration project, including establishing service level agreements with project stakeholders.</p> <p><b>Product:</b> Operations and Maintenance Plan</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

This program will continue to focus on the administration and support of ITS operational systems.



**Work Element: 3312100 State Route 125 Facility Operations**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$5,449,738	\$6,082,461	\$7,237,961
Other Direct Costs	\$3,455,497	\$4,019,139	\$4,389,174
Materials and Equipment	\$775,536	\$773,000	\$601,000
Contracted Services	\$86,807	\$2,082,950	\$1,711,938
Debt Service and Project Reserves	\$9,149,613	\$13,868,500	\$13,872,750
<b>Total</b>	<b>\$18,917,191</b>	<b>\$26,826,050</b>	<b>\$27,812,823</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
South Bay Expressway Toll Revenue	\$18,917,191	\$26,826,050	\$27,812,823
<b>Total</b>	<b>\$18,917,191</b>	<b>\$26,826,050</b>	<b>\$27,812,823</b>

### Objective

The objective of this work element is to maintain and operate the State Route 125 (SR 125) Toll Road, collect tolls, and project revenue to pay for operations, maintenance, and debt.

Emphasis in FY 2020 will be on transitioning to the 6C toll transponder technology and updating business processes to support the implementation.

### Previous Accomplishments

SANDAG has consistently operated the facility within budget, met debt service obligations, and exceeded traffic and revenue targets.

### Justification

In 2011, SANDAG completed the acquisition of the SR 125 Development Franchise Agreement that is scheduled to terminate in 2042. To complete the purchase, SANDAG incurred debt and is required to manage the facility in a manner to support repayment of the bonds, adhere to Caltrans standards for maintenance, and to make improvements based on traffic levels. This work element provides for SANDAG management of the program, contracted services, daily operations, and debt service payments.

**Project Manager:** Ryan Ross, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	5	<p><b>Task Description:</b> Marketing and promotion of the facility with the goal to increase usage, revenue, <i>FasTrak</i>® accounts and transponder growth; foster large account and retail distribution relationships; support the transition to 6C toll transponder technology.</p> <p><b>Product:</b> Regional <i>FasTrak</i> marketing and public outreach plan delivered by spring 2020, 6C transponder marketing plan, updated customer applications and agreements, and updated printed and digital marketing materials</p> <p><b>Completion Date:</b> 2/28/2020</p>
2	40	<p><b>Task Description:</b> Roadway Operations – Overall responsibility for toll collections, traffic management, enforcement and safety, roadway maintenance, and landscaping</p> <p><b>Product:</b> Toll road operations on a 24/7/365 basis and monthly maintenance report</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	20	<p><b>Task Description:</b> Customer Service Center – Meet program goals and objectives related to customer service, call wait times, violation distribution/payments, transponder inventory activities, and back office processing; develop new policies and implement business process improvements to support toll collection</p> <p><b>Product:</b> Daily, weekly, monthly, quarterly, and yearly reports</p> <p><b>Completion Date:</b> 6/30/2020</p>
4	10	<p><b>Task Description:</b> Financial Management – Maintain accurate revenue and expense information in SR 125 accounting system; ensure debt service and funding reserve obligations are recorded in a timely manner; and provide management reports as needed</p> <p><b>Product:</b> Quarterly and annual financial and operations reports via the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access portal required under the Security and Exchange Commission Rule 15c2-12 with respect to the Continuing Disclosure and Master Trust Agreements</p> <p><b>Completion Date:</b> 6/30/2020</p>
5	10	<p><b>Task Description:</b> Project Management – Operations management and oversight of the program and facility, including revenue and expenditure planning and tracking, contractor management, and financial reporting along with adherence to the Master Trust and the Amended and Restated Development Franchise Agreement</p> <p><b>Product:</b> Reports and presentations, project plans, and schedules</p> <p><b>Completion Date:</b> 6/30/2020</p>
6	15	<p><b>Task Description:</b> Tolling System and Information Technology Activities – Maintain high level of tolling system availability, network security, and interface with external partners</p> <p><b>Product:</b> Reliable system performance at toll lanes and back office, monthly supplemental reports, an interoperable toll system that conforms to applicable standards</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

Continue to improve the physical facility, roadway, and network infrastructure in order to meet the terms of the SR 125 Development Franchise Agreement.

**Work Element: 3312200 Motorist Aid – Call Box Program**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$262,080	\$245,299	\$336,983
Other Direct Costs	\$36,257	\$266,100	\$267,075
Materials and Equipment	\$641	\$0	\$0
Contracted Services	\$1,573,052	\$1,676,675	\$1,157,605
Pass-Through to Other Agencies	\$1,179,544	\$0	\$0
<b>Total</b>	<b>\$3,051,574</b>	<b>\$2,188,074</b>	<b>\$1,761,663</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
California State DMV Vehicle Registration Fee	\$3,045,444	\$2,187,608	\$1,761,663
Insurance Settlement	\$1,125	\$466	\$0
SAFE Other Revenue	\$5,005	\$0	\$0
<b>Total</b>	<b>\$3,051,574</b>	<b>\$2,188,074</b>	<b>\$1,761,663</b>

### Objective

The objective of this work element is to improve the safety of the public and the highway system by providing lifeline assistance to stranded motorists.

Emphasis in FY 2020 will be on releasing a request for proposals (RFP) for call box maintenance and continue to increase public awareness through enhanced marketing to meet the changing needs of motorists.

### Previous Accomplishments

In FY 2018, the Board of Directors approved and implemented a two-year call box right-sizing plan. In FY 2019 more than 900 call boxes were removed from the region's urban highways; an expanded marketing plan was implemented to support the right-sizing plan; new 511 signs were installed; a second regionwide Motorist Aid/511 public awareness survey was conducted; and operations and maintenance of the remaining rural call box network continued.

### Justification

State law authorizes the formation of county service authorities for freeway emergencies for the purpose of funding and operating freeway motorist aid systems to help stranded motorists in need of assistance. As a result of Assembly Bill 1572 (Fletcher, 2012), SANDAG became the responsible agency effective January 1, 2013, and assumed the responsibilities for all operational, administrative, and maintenance activities for the freeway call box system.

**Project Manager:** Aaron Moreno, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<p><b>Task Description:</b> Operate and maintain fixed and mobile call box systems, including installations and removals (includes contracted services); and coordinate with the SANDAG regional 511 program (mobile 511 Roadside Assistance program)</p> <p><b>Product:</b> Ongoing operation, maintenance, and monthly reporting of motorist aid systems</p> <p><b>Completion Date:</b> 6/30/2020</p>
2	25	<p><b>Task Description:</b> Provide call center services for stranded motorists</p> <p><b>Product:</b> Summary of call center services</p> <p><b>Completion Date:</b> 6/30/2020</p>
3	25	<p><b>Task Description:</b> Provide call box program oversight and management of related contracts; release RFP for call box maintenance</p> <p><b>Product:</b> Summary of program oversight/management activities</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

This is an ongoing program that will continue to be monitored and administered to meet the needs of the region's motorists.

**Work Element: 3312300 Centralized Trolley Control Maintenance**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	<b>FY 2020 Budget</b>	FY 2021 - 2022 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$4,692	\$9,804	\$18,000	\$20,171	\$37,333	\$90,000
Contracted Services	\$1,632,849	\$245,538	\$228,002	\$233,841	\$361,885	\$2,702,115
<b>Total</b>	<b>\$1,637,541</b>	<b>\$255,342</b>	<b>\$246,002</b>	<b>\$254,012</b>	<b>\$399,218</b>	<b>\$2,792,115</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	<b>FY 2020</b>	FY 2021 - 2022	Total
Contribution from Local Cities or Member Agencies	\$1,637,541	\$255,342	\$246,002	\$254,012	\$399,218	\$2,792,115
<b>Total</b>	<b>\$1,637,541</b>	<b>\$255,342</b>	<b>\$246,002</b>	<b>\$254,012</b>	<b>\$399,218</b>	<b>\$2,792,115</b>

*Note: All project expenses to be reimbursed 100 percent by the Metropolitan Transit System.*

### Objective

The objective of this work element is to provide software maintenance of the Metropolitan Transit System (MTS) Centralized Trolley Control (CTC) system, as well as remote monitoring and control of traction power systems, railway signaling systems, and other related features.

Emphasis in FY 2020 will be on transitioning to a refreshed CTC system with new hardware and software.

### Previous Accomplishments

Previous accomplishments include managing yearly maintenance of the CTC system, including monthly updates on devices that require attention by the MTS Maintenance of Way Department, with priority given to those devices with the largest impact on the tracking of trolley system status and operations.

### Justification

Software changes and maintenance of the CTC system have been and will continue to be significant enough to require third-party integration and support services. MTS has requested that SANDAG manage this maintenance contract through the implementation of the Mid-Coast Corridor Transit service in 2021 and is fully funding this effort.

**Project Manager:** Dale Neuzil, Mobility Management and Project Implementation Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	100	<p><b>Task Description:</b> Management of software and hardware maintenance contract for CTC back office system for each of the next two calendar years</p> <p><b>Product:</b> Oversight of system support activities, enhancements as needed</p> <p><b>Completion Date:</b> 6/30/2020</p>

### Future Activities

This maintenance agreement will cover the existing system elements and upgraded system elements once they have been commissioned and placed into service.

**Work Element:** 3312400 Freeway Service Patrol – Traffic Mitigation Program  
**Area of Emphasis:** Regional Operations and Services

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$644	\$31,489
Contracted Services	\$378,792	\$1,025,640	\$1,188,000
<b>Total</b>	<b>\$378,792</b>	<b>\$1,026,284</b>	<b>\$1,219,489</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Traffic Mitigation Program – Caltrans	\$378,792	\$1,026,284	\$1,219,489
<b>Total</b>	<b>\$378,792</b>	<b>\$1,026,284</b>	<b>\$1,219,489</b>

### Objective

The objective of this Caltrans-funded Traffic Mitigation Program (TMP) program is to reduce freeway congestion and enhance safety by providing a roving motorist aid service that patrols designated construction zones and assists/removes stranded or disabled vehicles.

Emphasis in FY 2020 will be on continuing support for Caltrans construction projects.

### Previous Accomplishments

In FY 2019 SANDAG provided service in support of the TMP on five construction projects. This construction-related service was projected to assist more than 14,000 motorists.

### Justification

The Freeway Service Patrol (FSP) TMP program is an established incident management program operating in designated construction zones to facilitate the rapid clearing of accidents and other incidents, thereby improving traffic flow. FSP is a transportation systems management strategy that supports the implementation of San Diego Forward: The 2015 Regional Plan by improving safety, reducing congestion and thereby reducing greenhouse gas emissions on regional highways. SANDAG contracts with local tow operators to provide FSP program service in construction zones on the region's busiest freeways.

**Project Manager:** Aaron Moreno, Operations Department  
**Committee(s):** Transportation Committee  
**Working Group(s):** Freeway Service Patrol Management Team

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	50	<b>Task Description:</b> Provide FSP – TMP service for Caltrans construction projects <b>Product:</b> FSP – TMP Service with bi-monthly reporting <b>Completion Date:</b> 6/30/2020
2	50	<b>Task Description:</b> Administer contracts with contractors, California Highway Patrol, and Caltrans <b>Product:</b> Executed and active contracts <b>Completion Date:</b> 6/30/2020

### Future Activities

The FSP-TMP service will continue to assist Caltrans in providing a roving motorist aid service in designated construction zones.

**Work Element:** 3312500 Santa Fe Street Building Management

**Area of Emphasis:** Regional Operations and Services

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$14,015	\$38,886	\$48,911	\$40,198	\$52,000	\$194,010
Other Direct Costs	\$33,991	\$175,504	\$257,200	\$291,218	\$262,578	\$1,020,491
Contracted Services	\$901	\$52,551	\$0	\$29,513	\$59,766	\$142,731
<b>Total</b>	<b>\$48,907</b>	<b>\$266,941</b>	<b>\$306,111</b>	<b>\$360,929</b>	<b>\$374,344</b>	<b>\$1,357,232</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
Lease Revenue	\$48,907	\$266,941	\$306,111	\$360,929	\$374,344	\$1,357,232
<b>Total</b>	<b>\$48,907</b>	<b>\$266,941</b>	<b>\$306,111</b>	<b>\$360,929</b>	<b>\$374,344</b>	<b>\$1,357,232</b>

### Objective

The objective of this work element is to provide general services and facilities maintenance of 5965 and 5975 Santa Fe Street in support of the Mid-Coast Corridor Transit Project.

### Previous Accomplishments

Removal of five air conditioning units was completed and all associated mechanical units were successfully decommissioned and sent to auction. A large-scale rodent abatement program was initiated and transitioned to ongoing maintenance. Three heating, ventilation, and air conditioning package units were replaced on the 5965 Santa Fe Street building.

### Justification

The parcels at 5965 and 5975 Santa Fe Street were purchased to support the Mid-Coast Corridor Transit Project, and as a result, SANDAG has the responsibility for maintenance and upkeep. Each parcel has a stand-alone building. The 5965 building houses both a tenant who pays rent through a lease along with a space for the SANDAG project engineering team. A lease for the 5975 building is in its final stages of execution and the tenant will be initiating a large-scale remodel of the building.

**Project Manager:** Michael Schwarting, Operations Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Coordinate building service requests with the Mid-Coast Corridor Transit Project engineering team <b>Product:</b> Quarterly reports outlining services requested and performed <b>Completion Date:</b> 6/30/2020
2	20	<b>Task Description:</b> Repair/replace roof for 5965 Santa Fe Street <b>Product:</b> Complete repairs/replace roof as needed <b>Completion Date:</b> 6/30/2020
3	30	<b>Task Description:</b> Coordinate building service requests from tenants in both the 5965 and 5975 Santa Fe Street buildings <b>Product:</b> Quarterly reports outlining services requested and provided <b>Completion Date:</b> 6/30/2020
4	20	<b>Task Description:</b> Continue addressing Americans with Disabilities Act compliance within the 5975 Santa Fe Street building <b>Product:</b> Reports documenting upgrades as they are performed <b>Completion Date:</b> 6/30/2020

### Future Activities

Perform ongoing maintenance of the facilities and grounds.



**Work Element: 3312700 A Street Property Management**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$7,405	\$6,977
Other Direct Costs	\$0	\$25,000	\$20,000
Contracted Services	\$0	\$5,000	\$0
<b>Total</b>	<b>\$0</b>	<b>\$37,405</b>	<b>\$26,977</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
Lease Revenue	\$0	\$37,405	\$26,977
<b>Total</b>	<b>\$0</b>	<b>\$37,405</b>	<b>\$26,977</b>

**Objective**

The objective of this work element is to provide oversight and property management for tenant's rental of SANDAG-owned real property.

**Previous Accomplishments**

An agreement was executed to allow tenant to hold-over under previous owner's lease agreement to avoid the additional risks of a vacant property until the construction of the Downtown Bus Stopover begins.

**Justification**

On June 22, 2018, the Board of Directors authorized purchasing two parcels to support the Downtown Bus Stopover project. Both parcels have been purchased as of May 2019 and both include existing leases to tenants that SANDAG has assumed. This project will ensure the collection of rent and manage related aspects of property management for the Agency.

**Project Manager:** Susan Paez, Administration Department

**Committee(s):** Transportation Committee

**Working Group(s):** None

**Products, Tasks, and Schedules for FY 2020**

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Review insurance needs with project manager and insurance broker <b>Product:</b> Property(ies) will be added to existing or new insurance policies <b>Completion Date:</b> 6/30/2020
2	40	<b>Task Description:</b> Ensure tenants are in compliance with lease/rental terms <b>Product:</b> Quarterly and associated resolution reports <b>Completion Date:</b> 6/30/2020
3	30	<b>Task Description:</b> Respond to service requests and as needed, procure general maintenance service professionals <b>Product:</b> Quarterly and associated resolution reports on requested services <b>Completion Date:</b> 6/30/2020

**Future Activities**

Maintain necessary insurance on properties, obtain current certificates of insurance from tenants, and address any work order requests.

**Group Program Title:** 7350000 ARJIS: Services to Member Agencies (Group Program)

**Area of Emphasis:** Regional Operations and Services

---

**Group Objective**

The objective of this group program is to provide Automated Regional Justice Information System services to member agencies and other law enforcement jurisdictions in the region. The projects in this group include a variety of automated services and programs in support of this overall objective.

**Work Element: 7350100 ARJIS: Maintenance and Support**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$582,333	\$418,109	\$372,637
Other Direct Costs	\$493,629	\$377,769	\$817,578
Materials and Equipment	\$138,162	\$15,000	\$15,000
Contracted Services	\$60,289	\$93,780	\$97,200
<b>Total</b>	<b>\$1,274,413</b>	<b>\$904,658</b>	<b>\$1,302,415</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
ARJIS Member Assessments and User Connectivity Fees	\$1,274,413	\$904,658	\$1,302,415
<b>Total</b>	<b>\$1,274,413</b>	<b>\$904,658</b>	<b>\$1,302,415</b>

### Objective

The objective of this work element is to provide ongoing support and maintenance for the Automated Regional Justice Information System (ARJIS) Enterprise and applications used by member agencies.

Emphasis in FY 2020 will be on upgrading middleware software and the public and law enforcement only websites; implementing new security protocols and ensuring redundancy for data storage, disaster recovery, operating systems, and 150+ servers through timely patches and updates; and establishing enhanced protocols for monitoring the 50+ interfaces between ARJIS and other law enforcement entities.

### Previous Accomplishments

During the past fiscal year, ARJIS installed the latest version of anti-virus and ransomware security protection software on various systems within the ARJIS environment. An enhanced data backup solution was implemented to ensure redundancy and the safeguarding of member agency data. A ten-year agreement was executed with Nlets, which provides data center and hosting services to ARJIS. Various software licenses were procured and installed to support and enhance applications and technologies. ARJIS monitored the performance of 50+ interfaces and added new validation tables as needed to ensure regional data standardization.

### Justification

This work element has dedicated local funding from ARJIS member agencies and is critical for ensuring continuity of ARJIS applications and maintenance of the complex system infrastructure to include secure data storage. Protection of all systems, distributed servers, and databases in ARJIS using industry standards and the management of numerous software licenses is essential to allow continuous access to member agencies, thereby ensuring officer and public safety.

**Project Manager:** Paul Lin, Data, Analytics, and Modeling Department  
**Committee(s):** Public Safety Committee  
**Working Group(s):** ARJIS Business Working Group  
ARJIS Technical Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	10	<b>Task Description:</b> Complete the upgrade of the ARJIS middleware software to version 10.3 <b>Product:</b> Updated middleware software with new functionality and enhancements <b>Completion Date:</b> 9/30/2019
2	10	<b>Task Description:</b> Beginning in January 2020, upgrade ARJIS SharePoint software to the latest version <b>Product:</b> Updated public and law enforcement only websites with new content and functionality <b>Completion Date:</b> 5/1/2020
3	20	<b>Task Description:</b> Continue providing 24/7 technical support and monitoring to ensure system stability and redundancy protocols are in place for maintaining data storage, disaster recovery, virtual and physical servers, and licensing <b>Product:</b> Daily monitoring and help desk reports and weekly service logs <b>Completion Date:</b> 6/30/2020
4	30	<b>Task Description:</b> Provide application maintenance, support, and license upgrades for ARJIS applications <b>Product:</b> Monthly maintenance windows to update applications and apply patches <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Monitor and maintain 50+ interfaces and 198 validation tables to ensure regional data standardization <b>Product:</b> Daily interface load confirmation reports and near real-time automated updates to validation tables <b>Completion Date:</b> 6/30/2020
6	15	<b>Task Description:</b> Support and optimize ARJIS databases and backups <b>Product:</b> Quarterly database optimization reports and daily backup logs <b>Completion Date:</b> 6/30/2020

### Future Activities

Continue to maintain and monitor the ARJIS Enterprise including infrastructure, servers, data, and applications. In addition, ARJIS will implement security enhancements in compliance with the Federal Bureau of Investigation's Criminal Justice Information System and California Department of Justice requirements.

**Work Element: 7350200 ARJIS: Project Management and Administration**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$623,234	\$868,092	\$970,104
Other Direct Costs	\$211,466	\$259,327	\$316,439
Contracted Services	\$7,497	\$6,500	\$56,500
<b>Total</b>	<b>\$842,197</b>	<b>\$1,133,919</b>	<b>\$1,343,043</b>

Annual Project Funding			
	FY 2018	FY 2019	FY 2020
ARJIS Member Assessments and User Connectivity Fees	\$842,197	\$1,133,919	\$1,343,043
<b>Total</b>	<b>\$842,197</b>	<b>\$1,133,919</b>	<b>\$1,343,043</b>

### Objective

The objective of this work element is to manage operations and administration for the Automated Regional Justice Information System (ARJIS) Division based on priorities set by the Board of Directors, Public Safety Committee (PSC), Chiefs'/Sheriff's Management Committee (CSMC), and the ARJIS Business Working Group.

Emphasis in FY 2020 will be on completing an assessment of the ARJIS cost model; deploying the new public crime statistics website; researching grant opportunities and submitting associated applications; and updating the advisory committees on new technologies and policies.

### Previous Accomplishments

ARJIS supported advisory committees and working groups, which involved providing presentations on regional priorities including the network upgrade and crime reporting projects. Annual management reports in new templates were customized for member agencies. ARJIS executed contracts and purchase orders for equipment, contracted services, and software licenses. Additional administrative tasks included invoicing member agencies, budget development and maintenance, help desk operations, customer support, and training. ARJIS was awarded approximately \$500,000 in federal grant funding in FY 2019.

### Justification

This work element has dedicated local funding used to assist public safety initiatives in the region by providing support for the PSC and the CSMC; administrative duties including contract execution, legal guidance, billing, and recruitment; managing the graffiti tracker program and other regional projects; providing customer support, training and outreach to member agencies to promote new systems and features; and seeking grant funding from local, state, and federal entities.

**Project Manager:** Katie Mugg, Data, Analytics, and Modeling Department  
**Committee(s):** Public Safety Committee  
**Working Group(s):** ARJIS Business Working Group  
ARJIS Technical Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Complete the ARJIS cost model assessment and develop the FY 2021 budget <b>Product:</b> Updated member agency cost model and FY 2021 budget <b>Completion Date:</b> 3/31/2020
2	20	<b>Task Description:</b> Seek grant opportunities and apply for funding from local, state, and federal agencies <b>Product:</b> Grant applications that focus on new technology implementations <b>Completion Date:</b> 4/30/2020
3	20	<b>Task Description:</b> Deploy the public crime statistics website and prepare marketing material for the public <b>Product:</b> New public crime statistics website with advanced search capabilities <b>Completion Date:</b> 5/1/2020
4	20	<b>Task Description:</b> Provide oversight and staff to various committees and working groups (PSC, CSMC, ARJIS Business Working Group, and ARJIS Technical Working Group) <b>Product:</b> Meeting agendas, minutes, corresponding reports, presentations, and actions <b>Completion Date:</b> 6/30/2020
5	20	<b>Task Description:</b> Provide legislative, legal, finance, and administrative guidance to ARJIS <b>Product:</b> Updated Acceptable Use Policies, quarterly invoices for member agencies, contracts, and purchase orders <b>Completion Date:</b> 6/30/2020

### Future Activities

This work element will continue to focus on addressing the needs of public safety agencies through the ongoing evaluation and implementation of new technologies and opportunities identified by the Board of Directors, PSC, and CSMC.

**Work Element: 7350300 ARJIS: Enterprise System**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$657,464	\$489,194	\$843,484
Other Direct Costs	\$534,661	\$449,184	\$80,000
Materials and Equipment	\$135,414	\$0	\$0
Contracted Services	\$89,935	\$65,000	\$125,000
<b>Total</b>	<b>\$1,417,474</b>	<b>\$1,003,378</b>	<b>\$1,048,484</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
ARJIS Member Assessments and User Connectivity Fees	\$1,417,474	\$1,003,378	\$1,048,484
<b>Total</b>	<b>\$1,417,474</b>	<b>\$1,003,378</b>	<b>\$1,048,484</b>

### Objective

The objective of this work element is to continue to support and enhance the Automated Regional Justice Information System (ARJIS) Enterprise System, which offers numerous services and applications to meet the needs of member agencies while maintaining compliance with federal and state mandates.

Emphasis in FY 2020 will be on designing statistical reports for member agencies using the COGNOS application; modifying geo-validation services to enhance location accuracy by incorporating parcel data and non-addressable locations; developing a five-year strategic plan to address changing technology needs and policy mandates; and completing the system re-write of the State Regional Federal Enterprise Retrieval System (SRFERS).

### Previous Accomplishments

During the past fiscal year, ARJIS upgraded the COGNOS reporting system to the latest version, which provides enhanced capabilities for the region's crime analysts. ARJIS launched the re-write of the SRFERS application to include the development of technical and functional requirements and an associated product specifications document. Geo-coding services were improved to incorporate changes made to roads and addresses. An inventory and assessment of Enterprise equipment needs was completed to ensure reliability and security of the ARJIS Enterprise System.

### Justification

This work element is part of the overall vision to develop and enhance the ARJIS Enterprise System. This platform enables ARJIS to embrace newer technologies such as smartphones and advanced mapping systems. Further, this effort will realize more cost-effective ways for collaboration and exchange of information among the San Diego area's public safety agencies. Through this flexible and secure infrastructure, ARJIS is able to scale hardware, systems, and services to meet the changing needs of the region.

**Project Manager:** Lloyd Muenzer, Data, Analytics, and Modeling Department  
**Committee(s):** Public Safety Committee  
**Working Group(s):** ARJIS Business Working Group  
ARJIS Technical Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Design National Incident Based Reporting System (NIBRS) reports for member agencies using COGNOS <b>Product:</b> Regional NIBRS reports for submission to the Federal Bureau of Investigation and California Department of Justice <b>Completion Date:</b> 12/1/2019
2	25	<b>Task Description:</b> Modify geo-validation services to enhance location accuracy by incorporating parcel data and non-addressable locations <b>Product:</b> Enhanced geo-validation services and better location data <b>Completion Date:</b> 2/1/2020
3	25	<b>Task Description:</b> Complete the re-write of the ARJIS SRFERS application <b>Product:</b> Enhanced application with supported software and improved capabilities <b>Completion Date:</b> 3/1/2020
4	25	<b>Task Description:</b> Develop a five-year strategic plan to address changing technology needs and policy mandates <b>Product:</b> Strategic plan which includes member agency and stakeholder input and recommendations on future technologies. <b>Completion Date:</b> 3/31/2020

### Future Activities

Continue expanding location-based services and enhancing the COGNOS reporting system. Begin implementing recommendations from the five-year strategic plan.



**Work Element: 7352000 ARJIS: ARJISnet Infrastructure and Mobile**  
**Area of Emphasis: Regional Operations and Services**

Project Expenses			
	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget
Salaries, Benefits, Indirect	\$161,871	\$401,152	\$486,652
Other Direct Costs	\$795,569	\$921,977	\$1,143,500
Materials and Equipment	\$511,038	\$5,397	\$192,800
Contracted Services	\$321,701	\$160,000	\$270,000
<b>Total</b>	<b>\$1,790,179</b>	<b>\$1,488,526</b>	<b>\$2,092,952</b>
Annual Project Funding			
	FY 2018	FY 2019	FY 2020
ARJIS Member Assessments and User Connectivity Fees	\$1,790,179	\$1,488,526	\$1,293,148
ARJIS Enterprise Reserve Fund	\$0	\$0	\$799,804
<b>Total</b>	<b>\$1,790,179</b>	<b>\$1,488,526</b>	<b>\$2,092,952</b>

**Objective**

The objective of this work element is to provide ongoing support and maintenance for Automated Regional Justice Information System (ARJIS) network infrastructure, including all wired and wireless connectivity between ARJIS, the data center(s), member agencies, and the ARJIS Wireless Mobile environment, in accordance with the Federal Bureau of Investigation (FBI) Criminal Justice Information Services (CJIS) policy.

Emphasis in FY 2020 will be on enhancing the security protocols for CJIS compliance on mobile devices and completing the network upgrade, which will improve reliability and increase the capacity for member agencies to share public safety data.

**Previous Accomplishments**

ARJIS initiated the migration and upgrade of the secure ARJISnet network by implementing higher speed circuits at various member agencies. A contract was executed with a new network provider and a memorandum of understanding was executed for disaster recovery/data center hosting. The ARJIS Mobile Program has continued to expand with agencies receiving additional devices and access to new applications. New security protocols for mobile access were implemented to ensure compliance with FBI-CJIS policies.

**Justification**

Maintaining operational integrity of the ARJISnet network operations and circuits for all ARJIS customers is a complex function and is crucial to providing secure and reliable public safety information and services. Mobile applications were developed specifically for use on wireless devices, and this work element supports these applications and the ARJIS mobile users. The network migration to a more robust state of the art data connectivity between ARJIS and its customer agencies is necessary to accommodate additional data sources, photos, mapping, etc.

**Project Manager:** Lloyd Muenzer, Data, Analytics, and Modeling Department  
**Committee(s):** Public Safety Committee  
**Working Group(s):** ARJIS Business Working Group  
ARJIS Technical Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	30	<b>Task Description:</b> Complete the upgrade of the existing ARJISnet network with higher-speed circuits and new network equipment to enhance performance and reliability <b>Product:</b> Individual agency network upgrades completed throughout the first half of FY 2020 <b>Completion Date:</b> 12/31/2019
2	10	<b>Task Description:</b> Assess the region's infrastructure to determine the feasibility of implementing FirstNet, a national public safety dedicated network <b>Product:</b> Feasibility assessment report to include recommendations on next steps <b>Completion Date:</b> 3/1/2020
3	35	<b>Task Description:</b> Implement new mobile device applications and security enhancements <b>Product:</b> New security protocols and system functionality <b>Completion Date:</b> 4/1/2020
4	10	<b>Task Description:</b> Continue to provide network support to member agencies, including monitoring circuits and troubleshooting problems <b>Product:</b> Monthly network monitoring and performance reports; stable and reliable network <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Continue to manage and support the ARJIS Mobile program for all participating member agencies <b>Product:</b> Monthly usage reports for member agencies to include metrics on device and system usage <b>Completion Date:</b> 6/30/2020

### Future Activities

ARJIS will continue to ensure network reliability, performance, and stability for member agencies by monitoring performance and security and enhancing network management capabilities. As the Mobile Program continues to grow, ARJIS will develop new apps and tools for officers' use in the field.

**Work Element: 7352300 ARJIS: San Diego National Incident Based Reporting****Area of Emphasis: Regional Operations and Services**

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$122,255	\$358,902	\$61,316	\$542,473
<b>Total</b>	<b>\$0</b>	<b>\$122,255</b>	<b>\$358,902</b>	<b>\$61,316</b>	<b>\$542,473</b>
Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
U.S. Department of Justice	\$0	\$122,255	\$358,902	\$61,316	\$542,473
<b>Total</b>	<b>\$0</b>	<b>\$122,255</b>	<b>\$358,902</b>	<b>\$61,316</b>	<b>\$542,473</b>

**Objective**

The objective of this grant-funded work element is to develop the National Incident Based Reporting System (NIBRS) regional interface and reporting platform in partnership with the San Diego and La Mesa Police Departments, for utilization by Automated Regional Justice Information System (ARJIS) member agencies.

Emphasis in FY 2020 will be on cooperating with member agencies to obtain federal NIBRS certifications using the ARJIS exchange service, and on modifying regional crime reports and statistics based on guidance from the ARJIS Business Working Group.

**Previous Accomplishments**

The NIBRS project was launched in FY 2018 based on the execution of a memorandum of understanding between ARJIS and the San Diego Police Department (SDPD). ARJIS conducted in-depth analysis to identify discrepancies among regional law enforcement records management systems. As a result of this analysis, several ARJIS databases were modified to incorporate new NIBRS data elements. The ARJIS Business Working Group designated subject matter experts from each member agency, who established regional business rules and protocols for reporting data to the Federal Bureau of Investigation (FBI). ARJIS implemented a web service to transmit regional crime incident data to the FBI. ARJIS staff began testing NIBRS data formatting and reporting in cooperation with La Mesa Police Department.

**Justification**

This work element has dedicated federal grant funding from the U.S. Department of Justice (DOJ). By 2021, the FBI will only accept and process crime incident data which is submitted in a NIBRS compliant format. Once the transition to NIBRS is complete, the region will be able to produce more robust crime statistics, which will improve resource allocation to law enforcement agencies and enhance regional understanding and documentation of crime trends.

**Project Manager:** Caroline Stevens, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** ARJIS Business Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	35	<b>Task Description:</b> Coordinate with member agencies to ensure that they receive federal NIBRS certifications using the ARJIS exchange service <b>Product:</b> Federal certificates for each local law enforcement agency which confirm compliance with NIBRS reporting standards <b>Completion Date:</b> 9/30/2019
2	35	<b>Task Description:</b> Continue to customize and improve NIBRS reports and quality assurance tools in COGNOS Reporting Application at the direction of ARJIS member agencies <b>Product:</b> Accurate regional crime reports and enhanced regional crime data <b>Completion Date:</b> 9/30/2019
3	30	<b>Task Description:</b> Collaborate with SDPD to create final NIBRS report and documentation for the U.S. DOJ <b>Product:</b> Project documentation to enhance general understanding of regional NIBRS transition <b>Completion Date:</b> 12/31/2019

### Future Activities

This grant will close in FY 2020. Future NIBRS efforts and tasks will be absorbed in Work Element Project No. 7352600.

**Work Element:** 7352400 ARJIS: Regional Training Program – FFY 2017

**Area of Emphasis:** Regional Operations and Services

Project Expenses					
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$32,529	\$79,851	\$12,620	\$125,000
<b>Total</b>	<b>\$0</b>	<b>\$32,529</b>	<b>\$79,851</b>	<b>\$12,620</b>	<b>\$125,000</b>

Multi-Year Project Funding					
	Prior Years	FY 2018	FY 2019	FY 2020	Total
Dept. of Homeland Security	\$0	\$32,529	\$79,851	\$12,620	\$125,000
<b>Total</b>	<b>\$0</b>	<b>\$32,529</b>	<b>\$79,851</b>	<b>\$12,620</b>	<b>\$125,000</b>

### Objective

The objective of this grant-funded work element is to provide standardized, consistent, and relevant training on a variety of systems and tools to any of the 4,700+ Automated Regional Justice Information System (ARJIS) users.

Emphasis in FY 2020 will be on developing curriculum and training materials for the State, Regional, Federal, Enterprise Retrieval System (SRFERS) Version 2.0.

### Previous Accomplishments

In previous years, ARJIS launched the Regional Systems Training Program. The 'ARJIS 101' course was developed as well as advanced classes for designated applications. A training page was implemented on the secure ARJIS 'law enforcement only' website where user guides, curriculum, and tips are posted weekly. An interactive training calendar on this page allows users to sign up for training as well as request customized training at their locations. Classes were held throughout the San Diego region for users from the various ARJIS member agencies.

### Justification

This work element has dedicated funding from the Department of Homeland Security's Urban Area Security Initiative. The Chiefs'/Sheriff's Management Committee and Public Safety Committee directed ARJIS to apply for this funding, which funds the training program through FY 2020.

**Project Manager:** Katie Mugg, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** ARJIS Business Working Group  
Chiefs'/Sheriff's Management Committee

### Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	75	<b>Task Description:</b> Continue developing classes and training users on ARJIS and other regional applications <b>Product:</b> Weekly classes, monthly training bulletins, and training videos as requested by member agencies <b>Completion Date:</b> 9/1/2019
2	25	<b>Task Description:</b> Develop user guides for the SRFERS Version 2.0 <b>Product:</b> Detailed user guide with application screen shots and step-by-step instructions <b>Completion Date:</b> 9/30/2019

### Future Activities

This grant-funded project is expected to be completed in FY 2020.

**Work Element:** 7352500 ARJIS: Urban Area Security Initiative FFY 2018

**Area of Emphasis:** Regional Operations and Services

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$123,153	\$182,977	\$77,241	\$383,371
Other Direct Costs	\$0	\$0	\$0	\$60,000	\$0	\$60,000
Materials and Equipment	\$0	\$0	\$5,000	\$98,650	\$0	\$103,650
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$128,153</b>	<b>\$341,627</b>	<b>\$77,241</b>	<b>\$547,021</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
Dept. of Homeland Security	\$0	\$0	\$128,153	\$341,627	\$77,241	\$547,021
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$128,153</b>	<b>\$341,627</b>	<b>\$77,241</b>	<b>\$547,021</b>

### Objective

The objective of this grant-funded work element is to coordinate, develop, and implement technologies that enhance public safety throughout the San Diego region.

Emphasis in FY 2020 will be on completing Version 2.0 of the Officer Notification System (ONS); deploying a regional mobile citation application that will allow officers in the field to use their smartphones to issue citations; and evaluating the Desktop Experience (DeX) implementation, which is a project intended to support in-car, in-station, and in-field operations seamlessly with a single smartphone device.

### Previous Accomplishments

ARJIS has established a successful mobile program that has assisted law enforcement officers in the region to positively identify suspects in the field. Using smartphones, ARJIS users can access SRFERS, and receive real-time officer notification alerts via the ONS application. Both systems assist in officer and public safety. This program has proven to be an invaluable tool for the region, resulting in significant economies of scale and interagency knowledge sharing.

### Justification

This work element has dedicated federal funding from the Department of Homeland Security Urban Area Security Initiative. Developing new technologies for law enforcement agencies enhances public safety in the San Diego region.

**Project Manager:** Katie Mugg, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** ARJIS Business Working Group  
Chiefs'/Sheriff's Management Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Evaluate the effectiveness of the DeX pilot project by assessing the hardware, software, and overall functionality of the system <b>Product:</b> Report on the effectiveness of enhanced mobile technologies to include lessons learned from the pilot project <b>Completion Date:</b> 4/30/2020
2	25	<b>Task Description:</b> Develop or procure an application for issuing citations on smartphones <b>Product:</b> Regional mobile citation application <b>Completion Date:</b> 5/1/2020
3	50	<b>Task Description:</b> Re-write the ONS application using a new technology framework built on new business rules established by the ARJIS Business Working Group <b>Product:</b> Version 2.0 of the ONS application <b>Completion Date:</b> 6/30/2020

### Future Activities

Future activities include deploying the citation and ONS applications and providing training for users across the region.

**Work Element:** 7352600 NEW – ARJIS: Urban Area Security Initiative FFY 2019

**Area of Emphasis:** Regional Operations and Services

Project Expenses						
	Prior Years	FY 2018 Actual	FY 2019 Estimated Actual	FY 2020 Budget	FY 2021 Budget	Multi-Year Total
Salaries, Benefits, Indirect	\$0	\$0	\$0	\$273,923	\$51,077	\$325,000
Other Direct Costs	\$0	\$0	\$0	\$225,000	\$150,000	\$375,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$498,923</b>	<b>\$201,077</b>	<b>\$700,000</b>

Multi-Year Project Funding						
	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	Total
Dept. of Homeland Security	\$0	\$0	\$0	\$498,923	\$201,077	\$700,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$498,923</b>	<b>\$201,077</b>	<b>\$700,000</b>

### Objective

The objective of this grant-funded work element is to expand three key Automated Regional Justice Information System (ARJIS) programs that serve to enhance information sharing among local, state, and federal public safety agencies.

Emphasis in FY 2020 will be on completing the implementation of the National Incident Based Reporting System (NIBRS) by providing in-depth quality assurance checks and assistance to member agencies to ensure the data sent to the Federal Bureau of Investigation (FBI) is valid and accurate; expanding the ARJIS Training Program by developing new curriculum such as user guides on COGNOS NIBRS reports, and by training officers on new applications; and strengthening the ARJIS Mobile Program by providing officers with state of the art mobile technologies. Each program is a continuation of a previously grant-funded work element.

### Previous Accomplishments

ARJIS has a long history of serving as the regional data validation and reporting agency for local law enforcement agencies by providing applications and interfaces to submit mandated crime statistics to the FBI. The training program has provided curriculum and classes to ensure agencies are effectively capturing and sharing data throughout the region and to the state and FBI. The ARJIS Mobile Program has grown exponentially since its inception with more than 1,000 devices to agencies throughout the region.

### Justification

This work element has dedicated federal funding from the Department of Homeland Security Urban Area Security Initiative. Developing new technologies for law enforcement agencies enhances public safety in the San Diego region.

**Project Manager:** Katie Mugg, Data, Analytics, and Modeling Department

**Committee(s):** Public Safety Committee

**Working Group(s):** ARJIS Business Working Group  
Chiefs'/Sheriff's Management Committee



## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	25	<b>Task Description:</b> Conduct assessment of member agencies to determine mobile device procurement and deployment needs <b>Product:</b> Mobile needs assessment report to include a breakdown of the needs of each member agency <b>Completion Date:</b> 4/1/2020
2	15	<b>Task Description:</b> In February 2020, begin developing new curriculum and schedule training classes for the remainder of the fiscal year <b>Product:</b> Curriculum for training classes and an updated schedule for classes across the region <b>Completion Date:</b> 4/1/2020
3	20	<b>Task Description:</b> Based on the results of the mobile device needs assessment, procure new mobile devices on behalf of member agencies <b>Product:</b> ARJIS provisioned mobile devices <b>Completion Date:</b> 6/30/2020
4	25	<b>Task Description:</b> Provide in-depth quality assurance checks at member agencies and develop customized reports to assist agencies transition to NIBRS <b>Product:</b> Member agency quality assurance reports and NIBRS complaint certifications from the FBI <b>Completion Date:</b> 6/30/2020
5	15	<b>Task Description:</b> Conduct training classes based on new curriculum at locations across the region <b>Product:</b> Weekly classes and course evaluations <b>Completion Date:</b> 6/30/2020

### Future Activities

Future activities include completing an assessment of a smartwatch pilot project to determine next steps for member agencies and conducting training classes for agencies across the region. ARJIS will continue to support and maintain the NIBRS program on behalf of member agencies through a separate work element upon completion of the grant.

OWP No.	Project Title	Total Project Funding	Federal Other	Notes	State Other	Notes	TransNet Program	Notes	Member Assessments / User Connectivity Fees	Notes	Local Other	Notes
<b>Regional Operations and Services</b>												
3310200	Motorist Aid Services – Freeway Service Patrol	\$ 5,878,454	-		\$ 5,878,454	S2/S11/S1	-		-		-	
3310300	Interstate 15 <i>FasTrak</i> ® Value Pricing Program	9,294,807	-		-		-		-		9,294,807	L1
3311000	Intelligent Transportation Systems Operation	1,547,767	-		24,400	S20	1,512,067	T2/T7	-		11,300	L4
3312100	State Route 125 Facility Operations	27,812,823	-		-		-		-		27,812,823	L11
3312200	Motorist Aid – Call Box Program	1,761,663	-		1,761,663	S11	-		-		-	
3312300	Centralized Trolley Control Maintenance	254,012	-		-		-		-		254,012	L4
3312400	Freeway Service Patrol – Traffic Mitigation Program	1,219,489	-		1,219,489	S17	-		-		-	
3312500	Santa Fe Street Building Management	360,929	-		-		-		-		360,929	L16
3312700	A Street Property Management	26,977	-		-		-		-		26,977	L16
7350000	ARJIS: Services to Member Agencies (Group Program)											
7350100	ARJIS: Maintenance and Support	1,302,415	-		-		-		1,302,415	A	-	
7350200	ARJIS: Project Management and Administration	1,343,043	-		-		-		1,343,043	A	-	
7350300	ARJIS: Enterprise System	1,048,484	-		-		-		1,048,484	A	-	
7352000	ARJIS: ARJISnet Infrastructure and Mobile	2,092,952	-		-		-		1,293,148	A	799,804	L5
7352300	ARJIS: San Diego National Incident Based Reporting	61,316	61,316	F4	-		-		-		-	
7352400	ARJIS: Regional Training Program – FFY 2017	12,620	12,620	F6	-		-		-		-	
7352500	ARJIS: Urban Area Security Initiative FFY 2018	341,627	341,627	F6	-		-		-		-	
7352600	NEW - ARJIS: Urban Area Security Initiative FFY 2019	498,923	498,923	F6	-		-		-		-	
<b>Regional Operations and Services Total</b>		<b>\$ 54,858,299</b>	<b>\$ 914,485</b>		<b>\$ 8,884,006</b>		<b>\$ 1,512,067</b>		<b>\$ 4,987,090</b>		<b>\$ 38,560,652</b>	

#### Federal Other

(F4) U.S. Dept. of Justice  
(F6) Dept. of Homeland Security

#### State Other

(S2) Caltrans Freeway Service Patrol (FSP)  
(S11) California State Dept. of Motor Vehicle - Vehicle Registration  
(S15) California Senate Bill 1 (Beall, 2017) FSP  
(S17) Traffic Mitigation Program - Caltrans  
(S20) Caltrans Traffic Program

#### Note:

Footnotes are not consecutive due to use of other footnote references in other SANDAG programs.

#### Local Other

(L1) *FasTrak*® Revenues  
(L4) Contribution from Local Cities or Member Agencies  
(L5) Automated Regional Justice Information System (ARJIS) Carryover from prior year  
(L11) State Route 125 Toll Road Revenue  
(L16) Lease Revenue

#### Member Assessments

(A) ARJIS Member Assessments and User Connectivity Fees

#### TransNet Sales Tax Revenues

(T2) *TransNet* Major Corridors Program  
(T7) *TransNet* Local System Improvements

OWP No.	Annual (A) or Multi-Yr (M)	Project Title	Total Project Budget	Salaries, and Benefits, Indirect	Salaries and Benefits	Indirect Cost Allocation	Other Direct Costs	Contract Services	Materials and Equipment	Pass Through	Debt Service
<b>Regional Operations and Services</b>											
3310200	(A)	Motorist Aid Services – Freeway Service Patrol	\$5,878,454	\$249,074	\$175,438	\$73,637	\$169,380	\$5,460,000	-	-	-
3310300	(A)	Interstate 15 <i>FasTrak</i> ® Value Pricing Program	9,294,807	1,769,116	1,510,504	258,612	765,741	4,521,150	593,800	1,645,000	-
3311000	(A)	Intelligent Transportation Systems Operation	1,547,767	567,267	398,336	168,930	255,500	715,000	10,000	-	-
3312100	(A)	State Route 125 Facility Operations	27,812,823	7,237,961	6,575,798	662,162	4,389,174	1,711,938	601,000	-	13,872,750
3312200	(A)	Motorist Aid – Call Box Program	1,761,663	336,983	235,979	101,004	267,075	1,157,605	-	-	-
3312300	(M)	Centralized Trolley Control Maintenance	254,012	20,171	13,850	6,320	-	233,841	-	-	-
3312400	(A)	Freeway Service Patrol – Traffic Mitigation Program	1,219,489	31,489	21,622	9,867	-	1,188,000	-	-	-
3312500	(M)	Santa Fe Street Building Management	360,929	40,198	39,209	989	291,218	29,513	-	-	-
3312700	(A)	A Street Property Management	26,977	6,977	4,791	2,186	20,000	-	-	-	-
7350000	(M)	ARJIS: Services to Member Agencies (Group Program)									
7350100	(A)	ARJIS: Maintenance and Support	1,302,415	372,637	372,637	-	817,578	97,200	15,000	-	-
7350200	(A)	ARJIS: Project Management and Administration	1,343,043	970,104	915,458	54,646	316,439	56,500	-	-	-
7350300	(A)	ARJIS: Enterprise System	1,048,484	843,484	843,484	-	80,000	125,000	-	-	-
7352000	(A)	ARJIS: ARJISnet Infrastructure and Mobile	2,092,952	486,652	486,652	-	1,143,500	270,000	192,800	-	-
7352300	(M)	ARJIS: San Diego National Incident Based Reporting	61,316	61,316	61,316	-	-	-	-	-	-
7352400	(M)	ARJIS: Regional Training Program – FFY 2017	12,620	12,620	12,620	-	-	-	-	-	-
7352500	(M)	ARJIS: Urban Area Security Initiative FFY 2018	341,627	182,977	182,977	-	60,000	-	98,650	-	-
7352600	(M)	NEW - ARJIS: Urban Area Security Initiative FFY 2019	498,923	273,923	273,923	-	225,000	-	-	-	-
<b>Regional Operations and Services</b>			<b>\$54,858,299</b>	<b>\$13,462,947</b>	<b>\$12,124,593</b>	<b>\$1,338,354</b>	<b>\$8,800,606</b>	<b>\$15,565,747</b>	<b>\$1,511,250</b>	<b>\$1,645,000</b>	<b>\$13,872,750</b>

I-15 Express Lanes Operations (3310300)					
	Budget FY 2020	Estimated FY 2021	Estimated FY 2022	Estimated FY 2023	Estimated FY 2024
<b>Revenues</b>					
FasTrak® Revenues and Violation Fines	\$ 15,521	\$ 15,987	\$ 16,466	\$ 16,960	\$ 17,469
<b>Operating Expenses</b>					
Salaries, Benefits, Indirect	\$ 1,769	\$ 1,822	\$ 1,877	\$ 1,933	\$ 1,991
Other Direct Costs	766	789	813	837	862
Contracted Services	4,521	4,657	4,797	4,941	5,089
Materials and Equipment	594	612	630	649	668
Pass-Through to Other Agencies	1,645	1,694	1,745	1,797	1,851
<b>Total Operating</b>	<b>\$ 9,295</b>	<b>\$ 9,574</b>	<b>\$ 9,862</b>	<b>\$ 10,157</b>	<b>\$ 10,461</b>
<b>Non-Operating Expenses</b>					
Project Reserve Deposits	\$ 6,226	\$ 6,413	\$ 6,604	\$ 6,803	\$ 7,008
<b>Total Non-Operating</b>	<b>\$ 6,226</b>	<b>\$ 6,413</b>	<b>\$ 6,604</b>	<b>\$ 6,803</b>	<b>\$ 7,008</b>
<b>Total Program Activities</b>	<b>\$ 15,521</b>	<b>\$ 15,987</b>	<b>\$ 16,466</b>	<b>\$ 16,960</b>	<b>\$ 17,469</b>
SR 125 Facility Operations (3312100)					
	Budget FY 2020	Estimated FY 2021	Estimated FY 2022	Estimated FY 2023	Estimated FY 2024
<b>Revenues</b>					
SR 125 Toll Revenues	\$ 46,052	\$ 47,441	\$ 48,123	\$ 49,260	\$ 50,765
<b>Operating Expenses</b>					
Salaries, Benefits, Indirect	\$ 7,238	\$ 7,600	\$ 7,980	\$ 8,379	\$ 8,798
Other Direct Costs	4,389	4,608	4,839	5,081	5,335
Contracted Services	1,712	1,798	1,887	1,982	2,081
Materials and Equipment	601	631	663	696	731
<b>Total Operating</b>	<b>\$ 13,940</b>	<b>\$ 14,637</b>	<b>\$ 15,369</b>	<b>\$ 16,137</b>	<b>\$ 16,944</b>
<b>Non-Operating Expenses</b>					
Debt Service	\$ 13,873	\$ 13,876	\$ 13,883	\$ 13,887	\$ 13,894
O&M Expense Fund Deposits	25	116	122	128	135
O&M Reserve Fund Deposits	1,429	1,500	1,575	1,654	1,737
Capital Expenditures Fund Deposits	16,785	17,312	17,174	17,453	18,055
<b>Total Non-Operating</b>	<b>\$ 32,112</b>	<b>\$ 32,804</b>	<b>\$ 32,754</b>	<b>\$ 33,122</b>	<b>\$ 33,821</b>
<b>Total Program Activities</b>	<b>\$ 46,052</b>	<b>\$ 47,441</b>	<b>\$ 48,123</b>	<b>\$ 49,259</b>	<b>\$ 50,765</b>
Motorist Aid - Call Box Operations (3312200)					
	Budget FY 2020	Estimated FY 2021	Estimated FY 2022	Estimated FY 2023	Estimated FY 2024
<b>Revenues</b>					
DMV Vehicle Registration Fee	\$ 2,790	\$ 2,804	\$ 2,818	\$ 2,832	\$ 2,832
Collections	5	5	5	5	5
Interest Income	10	10	10	10	10
Reserve Fund	1,493	1,070	582	445	467
<b>Total Revenues</b>	<b>\$ 4,299</b>	<b>\$ 3,889</b>	<b>\$ 3,416</b>	<b>\$ 3,292</b>	<b>\$ 3,315</b>
<b>Operating Expenses</b>					
Direct Personnel Costs	\$ 337	\$ 362	\$ 373	\$ 384	\$ 396
Contracted Services	408	316	325	333	337
Other Direct Costs	267	317	318	368	368
Regional Helicopter Program	750	750	750	750	750
<b>Total Operating</b>	<b>\$ 1,762</b>	<b>\$ 1,745</b>	<b>\$ 1,765</b>	<b>\$ 1,835</b>	<b>\$ 1,851</b>
<b>Non-Operating Expenses</b>					
FSP Service	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
Autonomous Vehicle	200	200	200	-	-
511 Motorist Traveler	338	94	100	107	114
TDM	650	500	-	-	-
<b>Total Non-Operating</b>	<b>\$ 2,538</b>	<b>\$ 2,144</b>	<b>\$ 1,650</b>	<b>\$ 1,457</b>	<b>\$ 1,464</b>
<b>Total Program Activities</b>	<b>\$ 4,299</b>	<b>\$ 3,889</b>	<b>\$ 3,416</b>	<b>\$ 3,292</b>	<b>\$ 3,315</b>

<b>ARJIS Program (7350100 - 7352600)</b>					
	<b>Budget FY 2020</b>	<b>Estimated FY 2021</b>	<b>Estimated FY 2022</b>	<b>Estimated FY 2023</b>	<b>Estimated FY 2024</b>
<b>Revenues</b>					
Member Assessments	\$ 4,987	\$ 4,987	\$ 4,987	\$ 4,987	\$ 4,987
Grants	914	775	700	775	750
Reserve/Carry-over	800	789	863	805	952
<b>Total Revenues</b>	<b>\$ 6,701</b>	<b>\$ 6,551</b>	<b>\$ 6,550</b>	<b>\$ 6,567</b>	<b>\$ 6,672</b>
<b>Operating Expenses</b>					
Salaries, Benefits, Indirect	\$ 3,203	\$ 3,299	\$ 3,398	\$ 3,500	\$ 3,605
Other Direct Costs	2,643	2,554	2,454	2,554	2,554
Contracted Services	549	373	373	273	273
Materials and Equipment	306	325	325	240	240
<b>Total Operating</b>	<b>\$ 6,701</b>	<b>\$ 6,551</b>	<b>\$ 6,550</b>	<b>\$ 6,567</b>	<b>\$ 6,672</b>
<b>Total Program Activities</b>	<b>\$ 6,701</b>	<b>\$ 6,551</b>	<b>\$ 6,550</b>	<b>\$ 6,567</b>	<b>\$ 6,672</b>

**I-15 Express Lanes Operations Program**

Project No.	Project Name	Revenue/Expense Category	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	I-15 <i>Fastrak</i> ® Capital Expenditures Fund	Carryover	\$ 31,179	\$ 28,735	\$ 23,223	\$ 26,641	\$ 32,875	\$ 39,328
		Reserve Deposits	6,396	6,226	6,413	6,604	6,803	7,008
		Available Funds	\$ 37,575	\$ 34,961	\$ 29,636	\$ 33,245	\$ 39,678	\$ 46,336
1400403	Roadway Toll Collection System	Expenditures	\$ 6,174	\$ 8,221	\$ 2,488	\$ 20	\$ -	\$ -
1400301	Regional Tolling Back Office System	Expenditures	1,264	3,099	157	-	-	-
1400302	I-15 Signage	Expenditures	1,402	68	-	-	-	-
	Capital Expenditures	Expenditures	-	350	350	350	350	350
		Total Expenditures	\$ 8,840	\$ 11,738	\$ 2,995	\$ 370	\$ 350	\$ 350
		Balance	\$ 28,735	\$ 23,223	\$ 26,641	\$ 32,875	\$ 39,328	\$ 45,986

Note: Funds available after covering the cost of operations may be used for other mobility improvements in the corridor.

**SR 125 Operations Program**

Project No.	Project Name	Revenue/Expense Category	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	SR 125 - Capital Expenditures Fund	Carryover	\$ 37,153	\$ 38,696	\$ 29,368	\$ 18,237	\$ 24,974	\$ 35,283
		Reserve Deposits	13,233	16,785	17,312	17,174	17,453	18,055
		Available Funds	\$ 50,386	\$ 55,481	\$ 46,680	\$ 35,411	\$ 42,427	\$ 53,338
1130102	Financial System Upgrade Contract System	Expenditures	\$ 20	\$ 30	\$ -	\$ -	\$ -	\$ -
1142600	Joint Transportation Ops Center (JTOC)	Expenditures	173	1,257	118	-	-	-
1201103	Construction SB-EB Connectors for SR 125/905/11	Expenditures	262	7,668	7,523	962	204	41
1390505	Design SB-EB Connectors for SR 125/905/11	Expenditures	183	-	-	-	-	-
1390506	SB-WB Connector for SR 125/905	Expenditures	40	734	5,289	3,352	2	2
1400000	Regional Tolling Back Office System	Expenditures	2,248	5,508	280	-	-	-
1400401	Pavement Overlay	Expenditures	363	231	-	-	-	-
1400402	Roadway Toll Collection System	Expenditures	6,688	8,906	2,696	22	-	-
1400405	Ramps Overlay	Expenditures	1,000	1,500	9,900	2,000	115	35
	Other Capital Roadway Improvements	Expenditures	155	165	540	905	6,454	725
	Other Facilities Improvements	Expenditures	558	114	2,097	3,196	369	560
		Total Expenditures	\$ 11,690	\$ 26,113	\$ 28,443	\$ 10,437	\$ 7,144	\$ 1,363
		Balance	\$ 38,696	\$ 29,368	\$ 18,237	\$ 24,974	\$ 35,283	\$ 51,975

**SR 125 Operations Program (Continued)**

Project No.	Project Name	Revenue/Expense Category	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	SR 125 - O&M Expense Fund	Carryover	\$ 5,098	\$ 5,098	\$ 5,123	\$ 5,239	\$ 5,361	\$ 5,489
		Reserve Deposits	-	25	116	122	128	135
		Balance	\$ 5,098	\$ 5,123	\$ 5,239	\$ 5,361	\$ 5,489	\$ 5,624
	SR 125 - O&M Reserve Fund	Carryover	\$ 24,173	\$ 28,577	\$ 30,006	\$ 31,506	\$ 33,081	\$ 34,735
		Reserve Deposits	4,404	1,429	1,500	1,575	1,654	1,737
		Balance	\$ 28,577	\$ 30,006	\$ 31,506	\$ 33,081	\$ 34,735	\$ 36,472

Note: Reserve requirements per bond indenture.

**Motorist Aid - Call Box Program**

Project No.	Project Name	Revenue/Expense Category	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Reserve Fund	Carryover	\$ 8,281	\$ 6,091	\$ 4,598	\$ 3,528	\$ 2,945	\$ 2,500
		Reserve Deposits	-	-	-	-	-	-
		Available Revenues	\$ 8,281	\$ 6,091	\$ 4,598	\$ 3,528	\$ 2,945	\$ 2,500
33122	Call Box Program	Expenditures	\$ 2,190	\$ 1,493	\$ 1,070	\$ 582	\$ 445	\$ 467
		Total Expenditures	\$ 2,190	\$ 1,493	\$ 1,070	\$ 582	\$ 445	\$ 467
		Balance	\$ 6,091	\$ 4,598	\$ 3,528	\$ 2,945	\$ 2,500	\$ 2,033

Note: Reserve fund includes \$2 million for contingency/risk mitigation.

**ARJIS Program**

Project No.	Project Name	Revenue/Expense Category	Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Reserve Fund	Carryover	\$ 7,011	\$ 7,375	\$ 6,575	\$ 5,786	\$ 4,923	\$ 4,118
		Reserve Deposits	364	-	-	-	-	-
		Available Revenues	\$ 7,375	\$ 7,375	\$ 6,575	\$ 5,786	\$ 4,923	\$ 4,118
7350200 7352000	ARJIS: Project Management and Infrastructure	Expenditures	\$ 800	\$ 789	\$ 863	\$ 805	\$ 952	
		Total Expenditures	\$ -	\$ 800	\$ 789	\$ 863	\$ 805	\$ 952
		Balance	\$ 7,375	\$ 6,575	\$ 5,786	\$ 4,923	\$ 4,118	\$ 3,166
Note: Reserve fund includes \$2 million contingency for legal and business disruption/disaster recovery.								

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
3310200	5005225	Professional Services: California Highway Patrol (CHP) midday/weekend training	\$125,000	7/1/2018	6/30/2020
3310200		Professional Services: Freeway Service Patrol (FSP) - Metro South weekday service	1,300,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - North County weekday service	1,300,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - Roving Service Patrol weekday service	850,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - Fleet management ongoing service maintenance	85,000	7/1/2019	6/30/2020
3310200	5006108	Professional Services: Regional Communications System with San Diego County Sheriff's Department	150,000	4/1/2016	3/31/2021
3310200		Professional Services: FSP - California Senate Bill 1 (SB 1) (Beall, 2017) Metro midday	525,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - SB 1 North County midday	375,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - SB 1 Metro weekend	375,000	7/1/2019	6/30/2020
3310200		Professional Services: FSP - SB 1 North County weekend	375,000	7/1/2019	6/30/2020
<b>3310200</b>	<b>Total</b>	<b>Motorist Aid Services – Freeway Service Patrol</b>	<b>\$5,460,000</b>		
3310300		Professional Services: Vehicle Occupancy Survey data for Interstate 15 (I-15) Express Lanes Corridor	\$70,000	7/1/2019	6/30/2020
3310300		Professional Services: Replace electric vehicle charging stations at Sabre Springs Transit Center	100,000	7/1/2019	6/30/2020
3310300	5000680	Professional Services: I-15 Express Lanes maintenance agreement	1,966,500	10/15/2017	10/14/2021
3310300	5000680	Professional Services: I-15 Express Lanes back office and customer service agreement	685,000	10/15/2017	10/14/2021
3310300	5000680	Professional Services: Manage emerging conditions relating to emergency roadside assistance	50,000	10/15/2017	10/14/2021
3310300		Professional Services: I-15 Express Lanes Operational Analysis	350,000	7/1/2019	6/30/2020
3310300	5006117	Professional Services: Mail room operations	9,650	6/12/2018	6/11/2021
3310300	5005215	Professional Services: I-15 Express Lanes CHP enforcement service	760,000	7/1/2017	6/30/2022
3310300	5004804	Professional Services: Co-location facility fees to house servers and other systems	105,000	1/18/2019	8/31/2021
3310300	5006110	Professional Services: Collection services	75,000	1/25/2016	6/30/2020
3310300	5000680	Professional Services: Roadway support system	350,000	10/15/2017	10/14/2021
<b>3310300</b>	<b>Total</b>	<b>Interstate 15 FasTrak® Value Pricing Program</b>	<b>\$4,521,150</b>		
3311000		Professional Services: Co-location facility fees to house Intelligent Transportation Systems operations equipment	\$50,000	7/1/2019	6/30/2020
3311000	5004498	Professional Services: Annual operations and maintenance (O&M) support for the Integrated Corridor Management System (ICMS)	250,000	11/19/2015	11/18/2020
3311000	5004498	Professional Services: Enhancement work for the ICMS to recalibrate the decision support system model to expand the system to future corridors	200,000	11/19/2015	11/18/2020
3311000	5000045	Professional Services: Annual software application support for Regional Arterial Management System environment	125,000	10/1/2002	6/30/2020
3311000		Professional Services: Annual O&M for 511 system	90,000	7/1/2019	6/30/2020
<b>3311000</b>	<b>Total</b>	<b>Intelligent Transportation Systems Operation</b>	<b>\$715,000</b>		
3312100		Computer Network Services: Hardware, software and technical support for network equipment	\$224,700	7/1/2019	6/30/2020
3312100		Software application development: Application development consulting to interface existing systems to other related software systems	50,000	7/1/2019	6/30/2020
3312100		Software Consulting Services: Tolling business software licensing	296,000	7/1/2019	6/30/2020
3312100		Equipment Leasing/Maintenance: Hardware maintenance for computers, printers and other peripherals	53,000	7/1/2019	6/30/2020
3312100	5006022	Professional Services: CHP toll enforcement services	200,000	6/1/2017	6/30/2042
3312100		Professional Services: Armored car services	100,000	7/1/2019	6/30/2020



OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
3312100		Professional Services: Micro purchases used in support of State Route 125 (SR 125) contracted services	6,000	7/1/2019	6/30/2020
3312100		Professional Services: License plate image review	175,500	7/1/2019	6/30/2020
3312100		Professional Services: Outsourcing of mail room operations	36,238	7/1/2019	6/30/2020
3312100		Professional Services: Out of state vehicle owner data retrieval services	5,000	7/1/2019	6/30/2020
3312100		Professional Services: Measure effectiveness of SR 125 customer service representatives	7,500	7/1/2019	6/30/2020
3312100		Professional Services: Continue Asset Management Framework development and data collection effort	50,000	7/1/2019	6/30/2020
3312100		Professional Services: Collection services	427,000	7/1/2019	6/30/2020
3312100		Professional Services: Fitch, Standard and Poor's credit ratings	40,000	7/1/2019	6/30/2020
3312100	5004769	Financial Advisor: Financial model support	15,000	8/30/2016	8/31/2021
3312100	5005358	Auditing Services: Financial auditing services	26,000	5/6/2018	5/6/2021
<b>3312100</b>	<b>Total</b>	<b>State Route 125 Facility Operations</b>	<b>\$1,711,938</b>		
3312200		Professional Services: Motorist aid technology development	\$100,000	7/1/2019	6/30/2020
3312200		Professional Services: CHP call box services	7,000	7/1/2019	6/30/2020
3312200		Professional Services: Regional helicopter program - County	375,000	7/1/2019	6/30/2020
3312200		Professional Services: Regional helicopter program - City	375,000	7/1/2019	6/30/2020
3312200	5004125	Professional Services: Call box maintenance	165,605	1/1/2011	6/30/2020
3312200	5004630	Professional Services: Call box/511 call answering service	120,000	11/28/2017	11/27/2020
3312200	00003913	Professional Services: Cellular service	15,000	10/24/2016	6/30/2021
<b>3312200</b>	<b>Total</b>	<b>Motorist Aid – Call Box Program</b>	<b>\$1,157,605</b>		
3312300	5000786	Computer Network Services: Design, development, installation, and maintenance of a Centralized Train Control system for the Metropolitan Transit System	\$233,841	12/28/2007	12/31/2021
<b>3312300</b>	<b>Total</b>	<b>Centralized Trolley Control Maintenance</b>	<b>\$233,841</b>		
3312400		Professional Services: FSP construction traffic mitigation program service	\$1,188,000	7/1/2019	6/30/2020
<b>3312400</b>	<b>Total</b>	<b>Freeway Service Patrol – Traffic Mitigation Program</b>	<b>\$1,188,000</b>		
3312500	00004071	Professional Services: Fire suppression monitoring and repair	\$29,513	10/16/2017	9/30/2020
<b>3312500</b>	<b>Total</b>	<b>Santa Fe Street Building Management</b>	<b>\$29,513</b>		
7350100	5005421	Professional Services: Nlets membership, data center hosting and 'Smart Hands' services	\$97,200	7/1/2018	6/30/2028
<b>7350100</b>	<b>Total</b>	<b>ARJIS: Maintenance and Support</b>	<b>\$97,200</b>		
7350200	5005358	Auditing Services: Annual financial audit	\$6,500	5/6/2018	5/6/2021
7350200		Legal Services: Updated privacy impact assessments and policies for new technologies	50,000	9/30/2019	6/30/2020
<b>7350200</b>	<b>Total</b>	<b>ARJIS: Project Management and Administration</b>	<b>\$56,500</b>		
7350300	5002052	Professional Services: Cognos support	\$75,000	9/30/2017	9/30/2020
7350300		Strategic Planning and Analysis: Enhance incident response plan and develop strategic plan	50,000	7/1/2019	6/30/2020
<b>7350300</b>	<b>Total</b>	<b>ARJIS: Enterprise System</b>	<b>\$125,000</b>		
7352000		Security Services: Network security assessment	\$20,000	1/1/2020	4/1/2020
7352000	5002061	Professional Services: Ongoing ARJIS network support services	250,000	8/21/2018	7/1/2022
<b>7352000</b>	<b>Total</b>	<b>ARJIS: ARJISnet Infrastructure and Mobile</b>	<b>\$270,000</b>		
<b>Regional Operations and Services Subtotal</b>			<b>\$15,565,747</b>		

Project No.	Project Title	FY 2018 Actual Expenditures	FY 2019 Estimated Expenditures	FY 2020 Budgeted Expenditures
<b>Regional Operations and Services</b>				
3310200	(A) Motorist Aid Services – Freeway Service Patrol	\$2,987,812	\$7,071,705	\$5,878,454
3310300	(A) Interstate 15 <i>FasTrak</i> ® Value Pricing Program	6,255,866	7,655,315	9,294,807
3311000	(A) Intelligent Transportation Systems Operation	1,206,572	1,538,295	1,547,767
3312100	(A) State Route 125 Facility Operations	18,917,191	26,826,050	27,812,823
3312200	(A) Motorist Aid – Call Box Program	3,051,574	2,188,074	1,761,663
3312300	(M) Centralized Trolley Control Maintenance	255,342	246,002	254,012
3312400	(A) Freeway Service Patrol – Traffic Mitigation Program	378,792	1,026,284	1,219,489
3312500	(M) Santa Fe Street Building Management	266,941	306,111	360,929
3312700	(A) A Street Property Management	-	37,405	26,977
7350000	(M) ARJIS: Services to Member Agencies (Group Program)			
7350100	(A) ARJIS: Maintenance and Support	1,274,413	904,658	1,302,415
7350200	(A) ARJIS: Project Management and Administration	842,197	1,133,919	1,343,043
7350300	(A) ARJIS: Enterprise System	1,417,474	1,003,378	1,048,484
7352000	(A) ARJIS: ARJISnet Infrastructure and Mobile	1,790,179	1,488,526	2,092,952
7352300	(M) ARJIS: San Diego National Incident Based Reporting	122,255	358,902	61,316
7352400	(M) ARJIS: Regional Training Program – FFY 2017	32,529	79,851	12,620
7352500	(M) ARJIS: Urban Area Security Initiative FFY 2018	-	128,153	341,627
7352600	(M) NEW – ARJIS: Urban Area Security Initiative FFY 2019	-	-	498,923
<b>Regional Operations and Services - Total</b>		<b>\$38,799,136</b>	<b>\$51,992,629</b>	<b>\$54,858,299</b>

## Chapter 5



## Pending Discretionary Grants and Projects

## Overview

This chapter describes proposed projects that are actively competing for pending discretionary grants. Since the final grant awards or additional funding is not available before the SANDAG Program Budget is approved, the funding for these work elements is not included as part of the final budget. As grant awards become available or additional funding is identified, amendments to the SANDAG Program Budget will be requested. The table on the following page summarizes the FY 2020 pending discretionary grants.

## FY 2020 Pending Discretionary Grants

Pending Project No.	Project Title	Grant Type	Project Manager	Department Director	Proposed Budget <sup>1</sup>	Proposed Grant Amount	Local Match
SC1	Regional Electric Vehicle Charger Management Strategy	Sustainable Communities	Freedman	Stoll	\$350,000	\$309,855	\$40,145
SC2	Update of Cross-Border Travel Model Component of the Activity-Based Model	Sustainable Communities	Sun	Major	\$228,651	\$202,424	\$26,227
SC3	Regional Parking Survey for Activity-Based Model Update	Sustainable Communities	Landrum	Major	\$284,500	\$251,854	\$32,646
SP1	Congestion Pricing Feasibility Study and Concept of Operations: I-805 Direct Access Ramps	Strategic Partnerships	Estrella	Traynor	\$378,000	\$302,400	\$75,600
SP2	Coastal Connections: Opportunities to Improve Public Access Along Southern California Rail Corridor	Strategic Partnerships	Culp	Stoll	\$348,000	\$298,000	\$50,000
SP3	San Diego Airport Transit Corridor Study	Strategic Partnerships	Williamson	Stoll	\$580,150	\$494,984	\$85,166
AP1	Regional Beach Sand Project III Feasibility Study	Adaptation Planning	Pierce	Stoll	\$237,208	\$210,000	\$27,208
AP2	Holistic Implementation of Adaptation and Transportation Resilience Strategies	Adaptation Planning	Soffel	Stoll	\$497,007	\$440,000	\$57,007
<b>Total</b>					<b>\$2,903,516</b>	<b>\$2,509,517</b>	<b>\$393,999</b>

<sup>1</sup> Total project cost

**Pending Project Number: SC1**

---

**Title: Regional Electric Vehicle Charger Management Strategy****Proposed Budget: \$350,000****Project Manager: Freedman**

This project will develop a regional electric vehicle (EV) charger management strategy to support the continued reliable operation and expansion of public EV charger infrastructure at Park & Ride lots and other public parking areas managed by public agencies. Park & Ride lots include mobility hubs, transit stations, rest areas, and other commuter lots.

Major deliverables are to establish a project stakeholder team with transit agencies, Caltrans, Air Pollution Control District and other public agencies; document existing practices for treatment of public chargers; prepare a management strategy that addresses site-level and regionwide needs; develop a roadmap to implement the strategy through adequate policies and procedures; and engage stakeholders including community-based organizations regarding EV chargers for disadvantaged communities.

This project directly supports implementation of the SANDAG 2015 Regional Transportation Plan/Sustainable Communities Strategy and Environmental Impact Report; local climate action plans, and multiple state transportation electrification and greenhouse gas reduction policies including Zero Emission Vehicles Action Plan and 2017 Regional Transportation Plan Guidelines.

Amount Requested: \$309,855      Proposed Match: \$40,145      Total Proposed Budget: \$350,000

**Pending Project Number: SC2**

---

**Title: Update of Cross-Border Travel Model Component of the Activity-Based Model****Proposed Budget: \$228,651****Project Manager: Sun**

The objective of this project is to update the existing cross-border model component in the SANDAG Activity-Based Model (ABM). The cross-border model is a quantitative analysis tool used in evaluating cross border trips made by Mexican residents via the ports of entry between Baja California and San Diego County. The SANDAG ABM is a travel demand forecasting model used in the development of regional plans and corridor studies in the San Diego metropolitan area, which includes detailed representations of space and time, a full set of travel modes, and consideration of accessibilities by all travel modes. SANDAG plans to conduct a 2019 cross-border survey to collect current border crossing behavioral data in a separate project. Funding for this project is to update the existing cross border model component in the ABM with the 2019 data that will be used in San Diego Forward: The 2021 Regional Plan for evaluating border policy scenarios.

Amount Requested: \$202,424      Proposed Match: \$26,227      Total Proposed Budget: \$228,651

**Pending Project Number: SC3**

---

**Title: Regional Parking Survey for Activity-Based Model Update****Proposed Budget: \$284,500****Project Manager: Landrum**

The objective of this project is to conduct a parking inventory and a parking behavior survey for updating the SANDAG Activity-Based Model (ABM) parking model component. The parking model in ABM is a quantitative analysis tool used in evaluating the impact of parking policies on vehicle trips generated, mode shares, vehicle miles traveled, and greenhouse gas emissions. The update of the parking model using up to date inventory and behavioral data has become increasingly important as parking scenarios are used as policy dials in the regional planning process.

Amount Requested: \$251,854      Proposed Match: \$32,646      Total Proposed Budget: \$284,500

---

**Pending Project Number: SP1****Title: Congestion Pricing Feasibility Study and Concept of Operations: I-805 Direct Access Ramps****Proposed Budget: \$378,000****Project Manager: Estrella**

SANDAG proposes to develop a feasibility study and concept of operations to assess the operational and financial viability of implementing congestion pricing on the two existing Interstate 805 (I-805) High-Occupancy Vehicle Direct Access Ramps (DARs). The study includes evaluating how congestion pricing as part of an Active Transportation and Demand Management (ATDM) strategy can be applied to the DARs and local arterial network to optimize the overall efficiency and evaluate possible project delivery methods.

This study will advance the delivery of the I-805 Express Lanes project and will provide insight for carrying-out congestion pricing along the DARs as an interim strategy prior to full managed lanes implementation. The study also will help understand critical factors that can serve as a resource for other transportation agencies considering congestion pricing ATDM strategies. SANDAG will lead the preparation of the study, with the support of and in close coordination with Caltrans and key partner stakeholders.

Amount Requested: \$302,400      Proposed Match: \$75,600      Total Proposed Budget: \$378,000

---

**Pending Project Number: SP2****Title: Coastal Connections: Opportunities to Improve Public Access Along Southern California Rail Corridor****Proposed Budget: \$348,000****Project Manager: Culp**

This study will assess the opportunities and constraints of potential safe and legal pedestrian trail crossings of the Los Angeles – San Diego – San Luis Obispo Rail Corridor, the nation's second busiest passenger rail corridor, in the City of Del Mar, California. The project area is characterized by residences and businesses to the east and coastal bluffs and beaches immediately to the west of the tracks. Currently, pedestrians cross at multiple points along this section, creating unsafe conditions for pedestrians and detrimental impacts to passenger and freight rail services. Transportation safety is a priority for the key stakeholders involved in this study including SANDAG, the City of Del Mar, North County Transit District, and Caltrans as well as a priority in the California Transportation Plan, California State Rail Plan, and San Diego Forward: The 2015 Regional Plan. The final report will analyze potential alternatives and identify next steps in terms of implementation of the plan.

Amount Requested: \$298,000      Proposed Match: \$50,000      Total Proposed Budget: \$348,000

---

**Pending Project Number: SP3****Title: San Diego Airport Transit Corridor Study****Proposed Budget: \$580,150****Project Manager: Williamson**

San Diego International Airport (SDIA), the 26th busiest airport in the nation, currently lacks direct transit access for travelers and employees to its terminals. Building upon San Diego County Regional Airport Authority (SDCRAA) and the Port of San Diego's recently completed airport access planning studies, which focused on multimodal solutions within each agency's jurisdiction, this San Diego Airport Transit Corridor Study will create a regional, long-term transit vision for the two critical transportation corridors that service SDIA – Harbor Drive and Pacific Highway – through the lens of comprehensive multimodal corridor plans. Utilizing project recommendations from SANDAG's newly formed Airport Connectivity Subcommittee coupled with California Transportation Commission-approved corridor planning guidelines, this study will actively engage regional stakeholders, including SDCRAA, Port of San Diego, City of San Diego, County of San Diego, the Metropolitan Transit System, and Coastal Commission, to identify a shared vision and implementation strategy for transit projects to SDIA. The study will be used to compete for various federal, state, and local discretionary funds.

Amount Requested: \$494,984      Proposed Match: \$85,166      Total Proposed Budget: \$580,150

**Pending Project Number: AP1**

---

**Title: Regional Beach Sand Project III Feasibility Study****Proposed Budget: \$237,208****Project Manager: Pierce**

With input from the San Diego region's coastal cities, elected officials from the Shoreline Preservation Working Group, and other interested stakeholders, SANDAG will prepare a feasibility study for a regional beach sand nourishment project. Future implementation of this project would provide protection to coastal transportation facilities from tidal surges and storm damage, while simultaneously enhancing the recreational and economic value of the region's beaches. Data from the Regional Shoreline Monitoring Program and insight from transportation stakeholders will be used to determine appropriate sites for beach nourishment. The results of this work effort will be summarized in two final deliverables: a feasibility study and an off-shore borrow site survey plan. This work effort would be the first step in implementing a regional beach sand nourishment project, which is identified as a preferred sea-level rise adaptation strategy in recently updated Local Coastal Programs.

Amount Requested: \$210,000      Proposed Match: \$27,208      Total Proposed Budget: \$237,208

**Pending Project Number: AP2**

---

**Title: Holistic Implementation of Adaptation and Transportation Resilience Strategies****Proposed Budget: \$497,007****Project Manager: Soffel**

This project will support jurisdictions in San Diego County that are transitioning from planning to implementation of their climate planning work. The major project deliverables include: (1) a methodology to help local jurisdictions prioritize adaptation strategies; (2) a regional economic guidance document; (3) a guidance document for integrating equity into adaptation and transportation resilience planning; and, (4) an adaptation implementation toolkit that incorporates previously-funded California Senate Bill 1 (Beall, 2017) grants to help jurisdictions build capacity to implement strategies that will provide their communities the most co-benefits. In addition, this project will help jurisdictions identify synergies among existing local, regional, and state mitigation, transportation, and adaptation policies, plans and projects to maximize co-benefits and investment efficiencies. SANDAG will work with the San Diego Regional Climate Collaborative, the National Oceanic & Atmospheric Administration's Tijuana River National Estuarine Research Reserve, The San Diego Foundation, and the University of San Diego to complete this work.

Amount Requested: \$440,000      Proposed Match: \$57,007      Total Proposed Budget: \$497,007



## Chapter 6



### Certifications/Assurances and Resolutions

## Planning Factors

As part of the annual budget development planning process, SANDAG, as the Metropolitan Planning Organization (MPO) has an obligation to fully consider and incorporate the federal planning factors into the development of planning efforts in the Overall Work Program (OWP). The following descriptions and references summarize the use of federal and state guidance into the planning process.

The Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) have identified key provisions in Moving Ahead for Progress in the 21st Century (MAP-21) and Fixing America's Surface Transportation Act (FAST Act), the most recently enacted federal transportation laws. SANDAG staff has incorporated these additional provisions and emphasis areas into upcoming transportation planning efforts where federal funding is involved. For the development and implementation of regional transportation planning activities (Work Element Project No. 3100400 Regional Plan Implementation and Work Element Project No. 3102000 San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan) and the five-year Regional Transportation Improvement Program (Work Element Project No. 1500300 Funds Management and Oversight), due consideration has been given to adhere to the federal planning factors identified in the legislation, including:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency
- Increase the safety and security of the transportation system for motorized and non-motorized users
- Increase the accessibility and mobility of people and freight
- Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns
- Enhance the integration and connectivity of the transportation system, across and between modes, people, and freight
- Promote efficient system management and operation
- Emphasize the preservation of the existing transportation system
- Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts on surface transportation.

## FY 2019/2020 FHWA and FTA Metropolitan Transportation Planning Process Self-Certification

In accordance with 23 CFR part 450, the California Department of Transportation and San Diego Association of Governments (SANDAG), the designated Metropolitan Planning Organization for the San Diego urbanized area(s), hereby certify that the transportation planning process is being carried out in accordance with all applicable requirements including:

- (1) 23 U.S.C. 134, 49 U.S.C. 5303, and subpart C of 23 CFR part 450;
- (2) In nonattainment and maintenance areas, sections 174 and 176(c) and (d) of the Clean Air Act, as amended (42 U.S.C. 7504, 7506(c) and (d)) and 40 CFR part 93;
- (3) Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000d-1) and 49 CFR part 21;
- (4) 49 U.S.C. 5332, prohibiting discrimination on the basis of race, color, creed, national origin, sex, or age in employment or business opportunity;
- (5) Section 1101(b) of the FAST Act (Pub. L. 114-94) and 49 CFR part 26 regarding the involvement of disadvantaged business enterprises in USDOT funded projects;
- (6) 23 CFR part 230, regarding the implementation of an equal employment opportunity program on Federal and Federal-aid highway construction contracts;
- (7) The provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) and 49 CFR parts 27, 37, and 38;
- (8) The Older Americans Act, as amended (42 U.S.C. 6101), prohibiting discrimination on the basis of age in programs or activities receiving Federal financial assistance;
- (9) Section 324 of title 23 U.S.C. regarding the prohibition of discrimination based on gender; and
- (10) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and 49 CFR part 27 regarding discrimination against individuals with disabilities.

  
\_\_\_\_\_  
MPO Authorizing Signature

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Title

3/27/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Caltrans District Approval Signature

Deputy District Director  
\_\_\_\_\_  
Title

4/10/19  
\_\_\_\_\_  
Date

January 2019

**FTA FISCAL YEAR 2019 CERTIFICATIONS AND ASSURANCES**  
**FEDERAL FISCAL YEAR 2019 CERTIFICATIONS AND ASSURANCES FOR FTA**  
**ASSISTANCE PROGRAMS**

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: San Diego Association of Governments (SANDAG)

The Applicant certifies to the applicable provisions of categories 01–18. ✓

*Or,*

The Applicant certifies to the applicable provisions of the categories it has selected:

<b>Category</b>	<b>Certification</b>
01 Certifications and Assurances Required of Every Applicant	_____
02 Tax Liability and Felony Convictions	_____
03 Lobbying	_____
04 Private Sector Protections	_____
05 Transit Asset Management Plan	_____
06 Rolling Stock Buy America Reviews and Bus Testing	_____
07 Urbanized Area Formula Grants Program	_____
08 Formula Grants for Rural Areas	_____
09 Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	_____
10 Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	_____
11 Enhanced Mobility of Seniors and Individuals with Disabilities Programs	_____
12 State of Good Repair Grants	_____
13 Infrastructure Finance Programs	_____
14 Alcohol and Controlled Substances Testing	_____
15 Rail Safety Training and Oversight	_____
16 Demand Responsive Service	_____
17 Interest and Financing Costs	_____
18 Construction Hiring Preferences	_____

**FEDERAL FISCAL YEAR 2019 FTA CERTIFICATIONS AND ASSURANCES SIGNATURE**

**PAGE**

(Required of all Applicants for federal assistance to be awarded by FTA in FY 2019)

**AFFIRMATION OF APPLICANT**

Name of the Applicant: San Diego Association of Governments (SANDAG)

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in federal fiscal year 2019, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

FTA intends that the Certifications and Assurances the Applicant selects on the other side of this document should apply to each Award for which it now seeks, or may later seek federal assistance to be awarded during federal fiscal year 2019.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature

Date:

3/27/19

Name Hasan Ikhrata

Authorized Representative of Applicant

**AFFIRMATION OF APPLICANT'S ATTORNEY**

For (Name of Applicant): San Diego Association of Governments (SANDAG)

As the undersigned Attorney for the above-named Applicant, I hereby affirm to the Applicant that it has authority under state, local, or tribal government law, as applicable, to make and comply with the Certifications and Assurances as indicated on the foregoing pages. I further affirm that, in my opinion, the Certifications and Assurances have been legally made and constitute legal and binding obligations on it.

I further affirm that, to the best of my knowledge, there is no legislation or litigation pending or imminent that might adversely affect the validity of these Certifications and Assurances, or of the performance of its FTA assisted Award.

Signature

Date:

4.2.2019

Name John Kirk

Attorney for Applicant

*Each Applicant for federal assistance to be awarded by FTA must provide an Affirmation of Applicant's Attorney pertaining to the Applicant's legal capacity. The Applicant may enter its electronic signature in lieu of the Attorney's signature within TrAMS, provided the Applicant has on file and uploaded to TrAMS this hard-copy Affirmation, signed by the attorney and dated this federal fiscal year.*

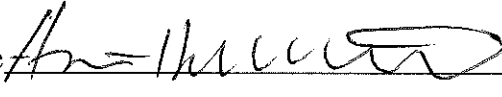
**Fiscal Year 2019/2020 California Department of Transportation  
Debarment and Suspension Certification**

*As required by U.S. DOT regulations on governmentwide Debarment and Suspension  
(Nonprocurement), 49 CFR 29.100:*

- 1) The Applicant certifies, to the best of its knowledge and belief, that it and its contractors, subcontractors and subrecipients:
  - a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - b) Have not, within the three (3) year period preceding this certification, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) transaction or contract under a public transaction, violation of Federal or state antitrust statutes, or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, state, or local) with commission of any of the offenses listed in subparagraph (1)(b) of this certification; and
  - d) Have not, within the three (3) year period preceding this certification, had one or more public transactions (Federal, state, and local) terminated for cause or default.
- 2) The Applicant also certifies that, if Applicant later becomes aware of any information contradicting the statements of paragraph (1) above, it will promptly provide that information to the State.
- 3) If the Applicant is unable to certify to all statements in paragraphs (1) and (2) of this certification, through those means available to Applicant, including the General Services Administration's ***Excluded Parties List System (EPLS)***, Applicant shall indicate so in its applications, or in the transmittal letter or message accompanying its annual certifications and assurances, and will provide a written explanation to the State.

**DEPARTMENT OF TRANSPORTATION  
DEBARMENT AND SUSPENSION CERTIFICATION  
FISCAL YEAR 2019/2020  
SIGNATURE PAGE**

In signing this document, I declare under penalties of perjury that the foregoing certifications and assurances, and any other statements made by me on behalf of the Applicant are true and correct.

Signature  Date 4/3/19

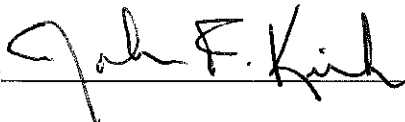
Printed Name Hasan Ikhrata

As the undersigned Attorney for the above named Applicant, I hereby affirm to the Applicant that it has the authority under state and local law to make and comply with the certifications and assurances as indicated on the foregoing pages. I further affirm that, in my opinion, these certifications and assurances have been legally made and constitute legal and binding obligations of the Applicant.

I further affirm to the Applicant that, to the best of my knowledge, there is no legislation or litigation pending or imminent that might adversely affect the validity of these certifications and assurances or of the performance of the described project.

**AFFIRMATION OF APPLICANT'S ATTORNEY**

For San Diego Association of Governments (SANDAG) (Name of Applicant)

Signature  Date 4.3.19

Printed Name of Applicant's Attorney John Kirk

January 2019



# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input checked="checked" type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		<b>2. Status of Federal Action:</b> <input checked="checked" type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		<b>3. Report Type:</b> <input checked="checked" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____	
<b>4. Name and Address of Reporting Entity:</b> <input checked="checked" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: _____  Congressional District, if known: 4c			<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>   Congressional District, if known: _____		
<b>6. Federal Department/Agency:</b> Department of Transportation			<b>7. Federal Program Name/Description:</b>  CFDA Number, if applicable: _____		
<b>8. Federal Action Number, if known:</b>			<b>9. Award Amount, if known:</b> \$ _____		
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI): Peyser, Peter Peyser Associates 100 M Street, Ste. 600 Washington, D.C. 20003			<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI):  		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: _____ Print Name: Victoria Stackwick Title: Principal Legislative Analyst Telephone No.: (619) 699-6926      Date: _____		
<b>Federal Use Only:</b>					Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)





401 B Street, Suite 800  
San Diego, CA 92101  
Phone (619) 699-1900  
Fax (619) 699-1905  
sandag.org

## **Adoption of FY 2020 Program Budget, and Providing for All Authorizations Necessary and Pertinent Thereto**

WHEREAS, the San Diego Association of Governments (SANDAG) Bylaws stipulate that the Board of Directors shall adopt a Final Budget no later than June 30 of each year; and

WHEREAS, the Board of Directors of SANDAG serves as the San Diego County Regional Transportation Commission (RTC) and California Public Utilities Section 132104(a), which is part of the enabling legislation creating the RTC, requires the adoption of an annual budget; and

WHEREAS, the adopted FY 2020 Program Budget, including the Overall Work Program (OWP), anticipates reliance on federal, State of California, and other funds, which require certification of nonfederal matching funds; and

WHEREAS, such required match is identified as being available from Transportation Development Act funds, member agency assessments, local assistance, and other local funds and in-kind services; and

WHEREAS, pursuant to SANDAG Board Policy No. 017: Delegation of Authority, adoption of the annual budget by the Board shall automatically authorize the Executive Director to enter into any agreements or take any other actions necessary to implement budget items or other actions approved by the Board; and

WHEREAS, it is necessary to authorize the SANDAG Executive Director to reimburse SANDAG for necessary administrative expenditures made on behalf of the RTC, including Board of Directors expenses, SANDAG staff services, and contractual services necessary to carry out the legal, administrative, auditing, and investment management responsibilities of the RTC;

NOW THEREFORE BE IT RESOLVED by the Board of Directors of SANDAG, also acting as the RTC, that:

a. The FY 2020 Program Budget, hereby incorporated by reference, is adopted in an amount projected to be \$1.36 billion, including the OWP in the amount of \$56.5 million, the annual portion of the Capital Program in the amount of \$925.7 million, and the annual portion of Regional Operations and Programs in the amount of \$54.9 million. The SANDAG Director of Finance hereby is authorized to finalize the FY 2020 appropriations based on actual grant agreements/funding contracts executed, transfer of funds from consolidated transit agencies, actual sales tax revenues, sales tax-backed commercial paper proceeds, interest earnings received pursuant to this budgetary authority, and actual end-of-year carryover funds status as determined by the Director of Finance; and

b. Each member agency hereby is assessed its share of the amount shown in the adopted FY 2020 Program Budget for the base SANDAG membership, the Criminal Justice Clearinghouse assessment, and for the Automated Regional Justice Information System assessment; and

c. The SANDAG Director of Administration is authorized to make, if applicable, such personnel changes, Position Classification and Salary Range Table adjustments, and other employee compensation package adjustments for which funding is provided in the adopted FY 2020 Program Budget and as may be amended by the Board of Directors; and

d. The SANDAG Executive Director, or his/her designee, is hereby authorized to submit grant applications and revenue claims, and execute grant and revenue agreements in the amounts identified in this adopted FY 2020 Program Budget and as may be amended subject to the final agreement of the funding agencies; and

e. The SANDAG Executive Director, or his/her designee, is hereby authorized to execute grant agreements and all necessary documents and covenants required by granting agency laws, rules, and administrative regulations, and the Board of Directors hereby certifies the required nonfederal match to the above listed agencies and in the amounts necessary subject to SANDAG Director of Finance certification of funds availability; and

f. The SANDAG Executive Director is hereby authorized to accept funds from member agencies and other entities for the performance of Service Bureau projects and is further authorized to enter into agreements for goods and services in any amount requested by the entities as may be necessary to carry out the project; and

BE IT FURTHER RESOLVED that a copy of this resolution and adopted FY 2020 Program Budget be filed with the Clerk of each member agency.

PASSED AND ADOPTED this 28th day of June 2019.

**Ayes** Carlsbad, Chula Vista, City of San Diego, Coronado, County of San Diego, Del Mar, El Cajon, Encinitas, Escondido, Imperial Beach, La Mesa, Lemon Grove, National City, Oceanside, Poway, San Marcos, Santee, Solana Beach, and Vista.

**Noes** None

**Absent** None



**Chair of the Board of Directors  
of the San Diego County Regional  
Transportation Commission**

[Seal]

Attest



**Secretary of the Board of Directors of the  
San Diego County Regional Transportation  
Commission**

## Chapter 7



## Administration and Board Budgets

## Overview

This chapter contains the Administration Budget and the Board of Directors' Budget. The Administration Budget shows the costs of providing administrative services, including staff time, office leases, contracted services, information systems support, travel, and training. These administrative costs are allocated across the Overall Work Program, Regional Operations and Services, and Capital Improvement Program project costs based on direct labor dollars charged to each project and funded accordingly. Each year, the allocation method for assigning administrative costs to projects is reviewed and approved by Caltrans, acting as the cognizant agency on behalf of other federal agencies that contribute to funding the SANDAG Budget.

The Board's Budget shows the costs associated with conducting Board's business and related Policy Advisory Committee meetings. As indicated in the Board's Budget, those costs are funded with SANDAG member agency assessments and *TransNet* administrative funds.

The information shown in the following pages includes the budget summaries, descriptions of the cost categories for the FY 2020 Budget as well as prior years for both the Administration Budget and the Board's Budget.

<b>Personnel</b>	<b>FY 2018 Actuals</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>Percent of Non-Personnel Costs</b>	<b>Annual Percentage Change</b>
Total Agency Salaries and Benefits	40,108,004	46,506,870	52,443,182		12.8%
Administrative Salaries and Benefits - (Included in Total Agency Salaries and Benefits shown above)	6,591,420	7,124,754	8,383,407		17.7%
Administrative Staffing - Outside Temporary Services	118,036	75,000	75,000		0.0%
<b>Subtotal Admin Salaries and Benefits</b>	<b>\$6,709,456</b>	<b>\$7,199,754</b>	<b>\$8,458,407</b>		<b>17.5%</b>
<b>Non-Personnel</b>					
Office and Graphics Supplies	209,496	203,200	190,963	2.7%	-6.0%
Postage	10,115	20,000	15,000	0.2%	-25.0%
Contracted Services	733,354	1,738,432	1,746,668	25.0%	0.5%
Parking and Mileage	57,054	70,000	65,000	0.9%	-7.1%
Travel	54,826	61,000	48,500	0.7%	-20.5%
Meeting and Miscellaneous Expenses	72,460	13,000	55,260	0.8%	325.1%
Recruitment Expenses	37,622	53,000	53,000	0.8%	0.0%
Memberships and Publications	120,333	118,000	87,000	1.2%	-26.3%
Rent, Facilities	2,599,637	2,920,000	2,934,000	42.0%	0.5%
Lease/Purchase/Maintenance - Vehicles	28,369	45,000	41,300	0.6%	-8.2%
Lease/Purchase/Maintenance - Office Equipment	108,656	150,000	152,700	2.2%	1.8%
Insurance	388,861	428,000	446,000	6.4%	4.2%
Telecommunications	336,497	270,000	273,000	3.9%	1.1%
Training Program	125,346	150,000	202,889	2.9%	35.3%
Information Systems - Maintenance and Equipment	624,647	1,207,973	971,742	13.9%	-19.6%
Contingency	37,724	125,000	125,000	1.8%	0.0%
<b>Subtotal Non-Personnel</b>	<b>\$5,544,998</b>	<b>\$7,572,605</b>	<b>\$7,408,022</b>		<b>-2.2%</b>
<b>Total Administration Budget</b>	<b>\$12,254,454</b>	<b>\$14,772,359</b>	<b>\$15,866,429</b>		<b>7.4%</b>
<b>Less: Contingency funded separately with Member Assessments and TransNet</b>	<b>(\$37,724)</b>	<b>(\$125,000)</b>	<b>(\$125,000)</b>	<b>-1.8%</b>	<b>0.0%</b>
<b>Less: Items funded with other sources<sup>1</sup></b>	<b>-</b>	<b>(336,000)</b>	<b>(303,000)</b>	<b>-4.3%</b>	<b>-9.8%</b>
<b>Less: Cost Recovery Carry Forward from Prior Years</b>	<b>(157,539)</b>	<b>(496,162)</b>	<b>-</b>	<b>0.0%</b>	<b>-100.0%</b>
<b>Total Non-Personnel Costs Charged to Overhead</b>	<b>\$5,349,735</b>	<b>\$6,615,443</b>	<b>\$6,980,022</b>	<b>100%</b>	<b>5.5%</b>
<b>Total Indirect Costs to be allocated (See Below)</b>	<b>\$12,059,191</b>	<b>\$13,815,197</b>	<b>\$15,438,429</b>		<b>11.7%</b>

The Administration Budget is allocated to the OWP, TransNet, Regional Operations, and Capital Projects as follows:

	<b>FY 2018</b>	<b>Percent of Costs</b>	<b>FY 2019</b>	<b>Percent of Costs</b>	<b>FY 2020</b>	<b>Percent of Costs</b>	<b>Annual Percentage Change</b>
Salaries and Benefits allocated to OWP Projects	\$3,690,201	55%	\$3,724,172	52%	\$4,759,234	56%	27.8%
Salaries and Benefits allocated to TransNet Projects	39,971	1%	40,196	1%	\$59,488	1%	48.0%
Salaries and Benefits allocated to Operations Projects	201,284	3%	365,294	5%	\$733,257	9%	100.7%
Salaries and Benefits allocated to Capital Projects	2,778,001	41%	3,070,091	42%	\$2,906,428	34%	-5.3%
<b>Total Salaries and Benefits Allocated</b>	<b>6,709,456</b>	<b>100%</b>	<b>7,199,754</b>	<b>100%</b>	<b>\$8,458,407</b>	<b>100%</b>	<b>17.5%</b>
Non-Personnel allocated to OWP Projects	\$2,942,354	55%	\$3,421,930	52%	\$3,927,401	56%	14.8%
Non-Personnel allocated to TransNet Projects	31,871	1%	36,934	1%	\$49,090	1%	32.9%
Non-Personnel allocated to Operations Projects	160,492	3%	335,648	5%	\$605,097	9%	80.3%
Non-Personnel allocated to Capital Projects	2,215,018	41%	2,820,932	42%	\$2,398,434	34%	-15.0%
<b>Total Non-Personnel Allocated</b>	<b>5,349,735</b>	<b>100%</b>	<b>6,615,443</b>	<b>100%</b>	<b>\$6,980,022</b>	<b>100%</b>	<b>5.5%</b>
<b>Total Indirect Cost Allocations</b>	<b>\$12,059,191</b>		<b>\$13,815,197</b>		<b>\$15,438,429</b>		

**Note:**

<sup>1</sup> Funded with Member Assessments for Independent Performance Auditor position (FY 2020), and Contingency Reserve for Assembly Bill 805 (Gonzalez, 2017) implementation (FY 2019)

Account Title/Purpose	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change Amount	Annual Percent Change	Primary Reason for Change
<b>Office and Graphics Supplies</b> All standard office supplies, forms, paper, materials, small equipment, furniture, ergonomic resources, outside graphics, etc.	\$209,496	\$203,200	\$190,963	(\$12,237)	-6.0%	Reflects current trend in expenses for FY 2019
<b>Postage</b> Annual bulk permits, standard mailing expenses, messengers, and couriers	10,115	20,000	15,000	(5,000)	-25.0%	Cost savings in overnight and certified mailing
<b>Contracted Services</b> Annual financial audit, outside legal services, annual support fees for financial system, Disadvantaged Business Enterprise consultants, Small Business Disparity Study, payroll and human resources system processing fees and services, and records management	733,354	1,738,432	1,746,668	8,236	0.5%	Reflects current trend in expenses for FY 2019
<b>Parking and Mileage</b> Parking validations, permits, and mileage reimbursement	57,054	70,000	65,000	(5,000)	-7.1%	Reflects current trend in expenses for FY 2019
<b>Travel</b> All staff business travel not specifically charged to projects	54,826	61,000	48,500	(12,500)	-20.5%	Shift to project-related travel
<b>Meeting and Miscellaneous Expenses</b> Business meeting expense, staff all-hands expense, public notices, and outreach expenses	72,460	13,000	55,260	42,260	325.1%	Communication needed to align staff understanding throughout the agency to the new transportation vision for the San Diego region
<b>Recruitment Expenses</b> Advertising, background checking, and candidate travel	37,622	53,000	53,000	-	0.0%	
<b>Memberships and Publications</b> CALCOG, AMPO, APTA, ASCE, ITE, Bar Association, and APA	120,333	118,000	87,000	(31,000)	-26.3%	Reclassified software license renewals to Information Systems line item
<b>Rent and Facilities</b> Office lease, maintenance, and common areas for SANDAG facilities	2,599,637	2,920,000	2,934,000	14,000	0.5%	New shorter term lease increases rent for part of the year and will rise more the following year
<b>Lease/Purchase/Maintenance: Vehicles</b> Lease and maintenance of vehicles	28,369	45,000	41,300	(3,700)	-8.2%	Older vehicles have been replaced resulting in less repair expenses
<b>Lease/Purchase/Maintenance: Office Equipment</b> Lease, purchase or maintenance of graphics, word processing, copiers, sound system, projection, and other office equipment.	108,656	150,000	152,700	2,700	1.8%	Modernizing some smaller conference room audio visual equipment for improved functionality
<b>Insurance</b> Blanket bond, general liability, property, travel, cyber, and other agency insurance	388,861	428,000	446,000	18,000	4.2%	Cyberinsurance and pollution coverage to be increased; impact on insurance rates due to disasters in California
<b>Telecommunications</b> Telephone, teleconferencing, and voicemail system	336,497	270,000	273,000	3,000	1.1%	Increase in the number of replacements and repairs of the existing phone system
<b>Training Program</b> Professional development, management coaching, departmental training, and tuition reimbursement	125,346	150,000	202,889	52,889	35.3%	Increase as a result of Plan of Excellence tasks; employee development training
<b>Information Systems – Maintenance and Equipment</b> Maintenance, software, and equipment costs	624,647	1,207,973	971,742	(236,231)	-19.6%	Hardware replacements planned to occur in FY 2019, lessening the need in FY 2020
<b>Contingency</b> Administration reserve for urgent unforeseen requirements	37,724	125,000	125,000	-	0.0%	
<b>Total Non-Personnel Costs</b>	<b>\$5,544,998</b>	<b>\$7,572,605</b>	<b>\$7,408,022</b>	<b>(\$164,583)</b>	<b>-2.2%</b>	
<b>Less: Cost Recovery Carry Forward from Prior Years</b>	(\$157,539)	(\$496,162)	-	\$496,162	-100.0%	
<b>Less: Items funded with other sources<sup>1</sup></b>	-	(336,000)	(303,000)	33,000	-9.8%	
<b>Less: Contingency funded separately with Member Assessments and TransNet</b>	(37,724)	(125,000)	(125,000)	-		
<b>Total Non-Personnel Costs Charged to Overhead</b>	<b>\$5,349,735</b>	<b>\$6,615,443</b>	<b>\$6,980,022</b>	<b>\$364,579</b>	<b>5.5%</b>	

**Note:**

<sup>1</sup> Funded with Member Assessments for Independent Performance Auditor position (FY 2020), and Contingency Reserve for Assembly Bill 805 (Gonzalez, 2017) implementation (FY 2019)

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
8000100	5005408	Actuarial valuation software services	\$12,000	9/11/2018	9/10/2021
8000100	5004501	Outside legal counsel for civil litigation	15,000	1/11/2015	1/11/2020
8000100	5004526	Outside legal counsel for public record act issues	20,000	7/1/2015	6/30/2020
8000100	5004549	Outside legal counsel for torts and other legal issues	10,000	3/3/2017	3/2/2022
8000100		Records management consultant and scanning services	25,000	7/1/2019	6/30/2020
8000100		Legal database and research services	10,000	7/1/2019	6/30/2020
<b>8000100 Administration (General) Total</b>			<b>\$92,000</b>		
8000121		Inventory control system for asset management	8,000	7/1/2019	6/30/2020
8000121		Space planning services as needed	10,000	7/1/2019	6/30/2021
8000121		Emergency communication system for use during disasters, power failures, etc.	8,000	7/1/2019	6/30/2020
8000121	00004247	Plant service for agency public areas and meeting rooms	6,140	11/2/2018	12/31/2019
8000121	5004897	Moving services as needed	20,000	11/18/2016	11/17/2021
<b>8000121 Insurance and Property Services Total</b>			<b>\$52,140</b>		
8000125	5004536	Outside legal counsel for insurance law	2,500	3/31/2016	3/30/2021
8000125		Consultant services for business continuity plan as needed	10,000	7/1/2019	6/30/2020
8000125		Breach counsel and cyber forensics team for advice and review of business continuity plan and standby in case of actual breach	7,500	7/15/2019	6/30/2021
<b>8000125 Risk Management Total</b>			<b>\$20,000</b>		
8000141		OPEB Annual Valuation	9,000	7/1/2019	6/30/2020
8000141		Driving record checks/training	7,000	7/1/2019	6/30/2020
8000141		SuccessFactors - annual license fee for staff goal planning and evaluations	33,000	7/1/2019	6/30/2020
8000141		Outplacement services	3,000	7/1/2019	6/30/2020
8000141		Ergonomic consulting services	5,000	7/1/2019	6/30/2020
8000141		On-Call classification/compensation consulting services	50,000	7/1/2019	6/30/2020
8000141	5005577	Prepare Strategic Plan and conduct Organizational Assessment.	220,000	3/7/2019	3/31/2024
8000141	5001402	On-Call employment law services	20,000	7/1/2019	6/30/2020
8000141	5004506	On-Call employment law services	10,000	7/1/2019	6/30/2020
<b>8000141 Human Resources Contractual Services Total</b>			<b>\$357,000</b>		
8000143		On-Call recruitment support	10,000	7/1/2019	6/30/2020
<b>8000143 Human Resources - Recruiting Total</b>			<b>\$10,000</b>		
8000144		Assistance with organizational development	10,000	7/1/2019	6/30/2020
8000144		Wellness Fair coordination services	5,000	7/1/2019	6/30/2020
<b>8000144 Human Resources - Programs Total</b>			<b>\$15,000</b>		
8000160	5004629	Online procurement posting and bidding services	32,025	2/1/2015	1/31/2020
8000160	5004003	Insurance certificate tracking service for vendors utilized by the agency	17,000	5/12/2014	5/11/2021
8000160	5005139	Annual software service, maintenance, and licensing fees for Contract Management System	112,386	5/1/2018	5/1/2028
<b>8000160 Contracts and Procurement Total</b>			<b>\$161,411</b>		
8000161	5004594	San Diego Contracting and Opportunities Center sponsorship agreement to provide support services to the small business community	10,000	3/24/2015	12/31/2019
8000161	5004785	North Coast Small Business Development Center annual support/sponsorship	10,000	3/25/2016	3/25/2021
8000161	5004913	Disadvantaged Business Enterprise program support and to ensure compliance with federal regulations	340,687	9/1/2016	8/31/2021
8000161	5004914	Labor Compliance monitoring services and oversight; technical assistance; and labor compliance program auditing support	71,133	9/1/2016	8/31/2021
8000161	5004235	Software license for the Labor Compliance Monitoring System to assist in monitoring certified payroll and prevailing wage requirements	11,200	12/19/2014	12/31/2019
8000161	5004917	Software licensing for the Compliance Information System, including maintenance, report development, and support by B2Gnow	20,000	9/1/2016	8/31/2021
8000161	5005381	Conduct a comprehensive Disparity Study for the 2013 through 2017 time period within the legal framework as established by 49 CFR Part 26	400,000	7/1/2019	6/30/2020
<b>8000161 Small Business Development Total</b>			<b>\$863,020</b>		

## FY 2020 Administration Budget Contracted Services

OWP No.	Contract No. (If available)	Contract Type Scope	Current Budget Year Amount	Contract Start Date	Contract Completion Date
8000180		Annual software maintenance and troubleshooting for ONESolution financial system	33,358	7/1/2019	6/30/2020
8000180		Administrative payroll services	79,094	7/1/2019	6/30/2020
8000180	5005358	Auditing services for the Comprehensive Annual Financial Report, Federal Single Audit, and other financial reports	63,645	5/6/2018	5/6/2021
<b>8000180 Finance Total</b>			<b>\$176,097</b>		
8000190		Maintenance and upgrades for existing hardware equipment	27,405	7/1/2019	6/30/2020
8000190		Software maintenance	701,060	7/1/2019	6/30/2020
<b>8000190 Information Systems Total</b>			<b>\$728,466</b>		
<b>Administration Subtotal - Contracted Services</b>			<b>\$2,475,133</b>		
<b>Less: Contracted Services included in Information Systems category</b>			<b>(\$728,466)</b>		
<b>Administration Total - Contracted Services</b>			<b>\$1,746,668</b>		



<b>Board of Directors Expense</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>Annual Percent Change</b>
Professional Services	\$16,296	\$17,000	\$330,000	1841.2%
Parking and Mileage	24,768	48,000	23,000	-52.1%
Travel	43,675	35,000	35,000	0.0%
Meeting and Misc Expense	67,598	55,000	122,200	122.2%
Board Compensation	159,647	180,000	170,000	-5.6%
<b>Total Board Expense</b>	<b>\$311,984</b>	<b>\$335,000</b>	<b>\$680,200</b>	<b>103.0%</b>

#### **Sources of Funding**

Member Agency Assessments	\$153,242	\$167,500	\$340,100	103.0%
<i>TransNet</i> Administration (1%)	153,242	167,500	340,100	103.0%
SANDAG Contingency Reserve	5,500	-	-	-
<b>Total Funding Sources</b>	<b>\$311,984</b>	<b>\$335,000</b>	<b>\$680,200</b>	<b>103.0%</b>

<b>Account Title/Purpose</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Budget</b>	<b>Change Amount</b>	<b>Percent Change</b>	<b>Primary Reason for Change</b>
<b>Professional Services</b> Audio visual, technical, and other services relating to conducting Board and policy advisory committee meetings	\$16,296	\$17,000	\$330,000	\$313,000	1841.2%	Modernization of Board Room audio visual system
<b>Parking and Mileage</b> Board of Directors mileage, parking permits, and validation for public parking	24,768	48,000	23,000	(\$25,000)	-52.1%	Reflects actual experience
<b>Travel</b> Board member business travel	43,675	35,000	35,000	\$0	0.0%	
<b>Meeting and Misc. Expenses</b> Board and policy advisory committees' meeting expenses	67,598	55,000	122,200	\$67,200	122.2%	Expected increase for change in venue for annual Board retreat
<b>Board Compensation</b> Board and policy advisory committees' member meeting compensation	159,647	180,000	170,000	(\$10,000)	-5.6%	Reflects actual experience
<b>Total Board Expense</b>	<b>\$311,984</b>	<b>\$335,000</b>	<b>\$680,200</b>	<b>\$345,200</b>	<b>103.0%</b>	

## Chapter 8

**Keep San Diego Moving**  
**TransNet**

**Promises Made, Promises Kept**

Thanks to funding from TransNet, more than 650 highway, transit, bike and pedestrian, habitat conservation, local street repairs, and grant projects and programs totaling more than \$13.7 billion have been completed.

[VIEW STORY MAP](#)

**SANDAG** **TransNet** **Caltrans** **MTS** **NORTH COUNTY TRANSIT DISTRICT** **511**

## *TransNet* Program

## Overview

This chapter provides summary information related to the *TransNet* Program, the region's half-cent sales tax dedicated for transportation-related improvements. In 2004, the voters enacted a 40-year extension to the *TransNet* Program (Proposition A, November 2004), which extended the previous program from FY 2009 through FY 2048.

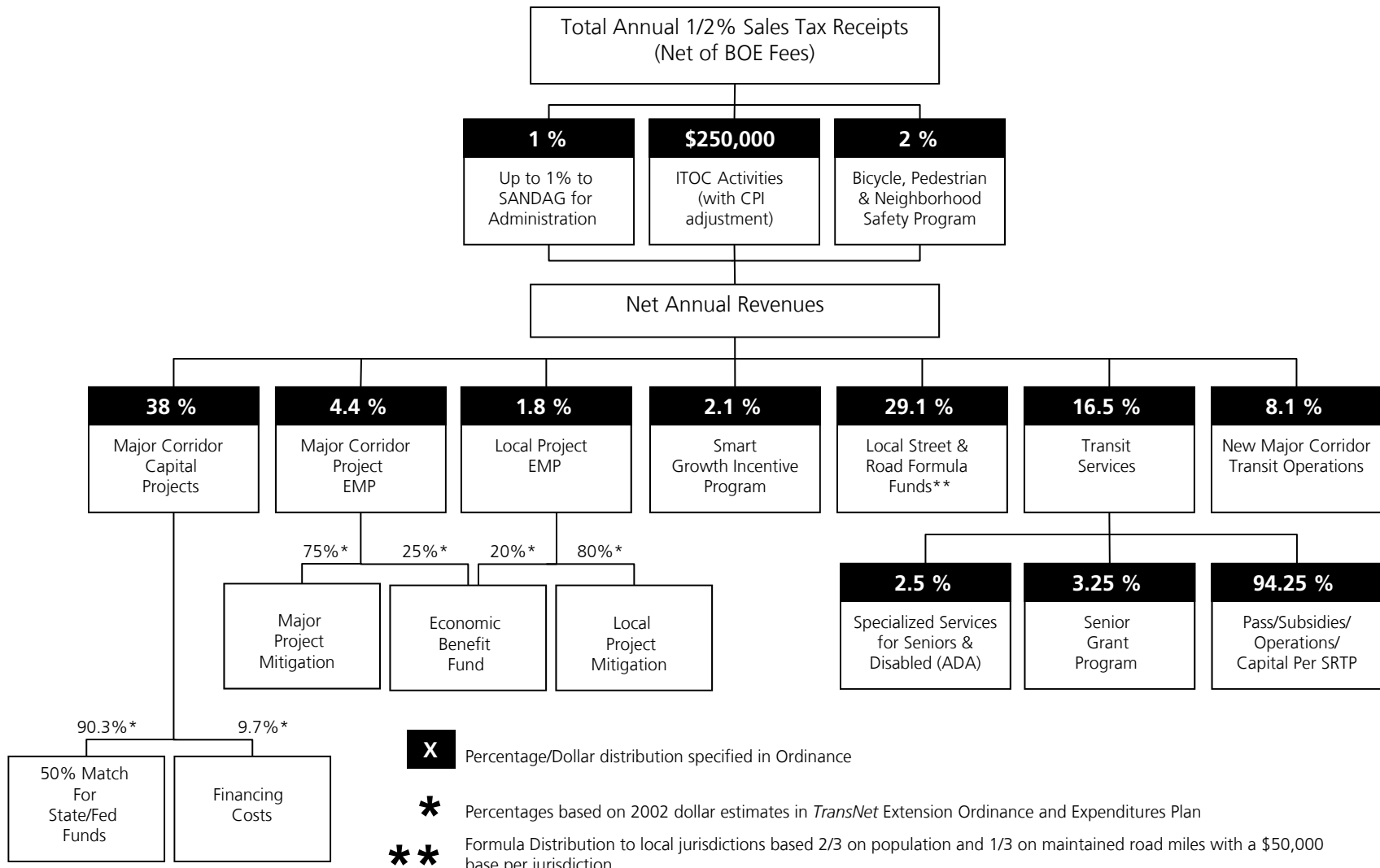
The *TransNet* Ordinance and Expenditure Plan governs the distribution of the half-cent sales tax revenues. After allocating up to 1 percent for program administration and planning future investments; a base of \$250,000 with a consumer price index annual increase to the Independent Taxpayer Oversight Committee (ITOC); and 2 percent for the Bicycle, Pedestrian, and Neighborhood Safety Program (also referred to as Active Transportation), the net annual revenues are distributed among the various major program categories shown in the following "flow of funds" chart. In the 11 years since implementation, the ITOC has chosen to forgo its allocation four times and distribute those proceeds to the other programs. The following tables provide the actual and estimated revenue distribution for FY 2018 through FY 2020. Based on the flow of funds shown in the chart on Page 8-2, for FY 2020 the total annual estimated revenue of approximately \$310 million will be 'passed through' or allocated to each major program, as shown in the table on Page 8-3. The next table provides a further breakdown of the allocations to the Public Transit Improvements and Local Street and Road Programs. The transit funds are distributed on a population formula basis to the Metropolitan Transit System and North County Transit District areas of jurisdiction, with a set-aside for specialized services for seniors and disabled riders. The Local Street and Road Program funds are allocated by formula and distributed accordingly to each of the 18 cities and the County of San Diego. Estimated interest income from sales tax is allocated throughout the fiscal year to each program component and member agency based on a pro-rata share of their respective balances.

The *TransNet* Ordinance mandates a comprehensive review every ten years, with the first one required to be conducted in FY 2019. The "Look-Back" portion of the review was initiated in FY 2018, and recommendations from this effort will inform proposed revisions, if any, as part of the "Look-Forward" part of the review currently underway.

Debt financing has been used to accelerate the implementation of key Major Corridor, Environmental Mitigation, Bicycle, Pedestrian, and Neighborhood Safety, and Local Street and Road Programs. The debt service costs are assessed on a pro-rata basis to each program component receiving debt proceeds. The annual debt service payments are shown next to the annual revenue estimates for the member agencies or programs receiving debt proceeds. The estimation of interest earnings forms the remaining balance of the bond proceeds. The estimated interest income from bond proceeds is allocated to each program component and member agencies receiving debt proceeds based on a pro-rata share of their respective balances. The complete schedule of debt service payments is shown on Pages 8-5 and 8-6.

Four grant programs shown in the flow of funds are being administered by SANDAG. The Senior Services Transportation Grant Program is a competitive grant program awarded for projects and operations that support mobility and access for senior and disabled persons. The Active Transportation is a grant program supporting non-motorized transportation infrastructure and neighborhood safety enhancement projects. The Smart Growth Incentive Program focuses on grants to communities that are pursuing developments consistent with the regional smart growth areas and strategies. The Environmental Mitigation Program combines grant awards and contracts to provide habitat restoration, creation, enhancement, management, and monitoring necessary to meet project mitigation requirements primarily relating to *TransNet* Early Action Program capital projects.

Another program fund administered by SANDAG is for New Major Corridor Transit Operations. This 8.1 percent set-aside assures the funding of continued operations of *TransNet*-funded transit services. The services that have been built and are open or nearly open for service, and the projected *TransNet* funding necessary for the transit agencies to provide continued operations, is shown at the end of this chapter.



<b>TransNet Program Revenues</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Projected FY 2020</b>	<b>Percent of Estimated Sales Tax Receipts</b>	<b>Percent Change FY 2019 to FY</b>	<b>FY 2020 Debt Service Payments</b>
Estimated Gross Sales Tax Receipts	\$ 297,644,584	\$ 304,147,756	\$ 313,174,654			
Less: California Department of Tax and Fee Administration Fees	(3,143,260)	(3,251,140)	(3,251,140)			
Estimated Sales Tax Receipts	294,501,324	300,896,616	309,923,514	100%	3.0%	\$ (129,175,306)
Interest Income <sup>1</sup>	11,123,983	7,392,917	7,392,917		0.0%	
<b>Total Estimated Revenues</b>	<b>\$ 305,625,307</b>	<b>\$ 308,289,533</b>	<b>\$ 317,316,431</b>		<b>3.0%</b>	<b>\$ (129,175,306)</b>
<b>TransNet Program Allocations</b>						
Administrative Allocations: <sup>2</sup>						
Commission/Board Expenses <sup>3</sup>	\$ 153,242	\$ 167,500	\$ 340,100		103.0%	
Administrative/Contract Services	2,772,909	2,778,966	2,696,635		-3.0%	
Administrative Reserve	18,862	62,500	62,500		0.0%	
Total Administrative Allocations	2,945,013	3,008,966	3,099,235	1.0%	3.0%	
Independent Taxpayer Oversight Committee <sup>4</sup>	394,972	399,019	422,485	0.1%	5.9%	
Bicycle, Pedestrian and Neighborhood Safety <sup>5</sup>	5,890,026	6,017,932	6,198,470	2.0%	3.0%	\$ (1,024,984)
Total Off-the-Top Programs	9,230,011	9,425,917	9,720,190		3.1%	
Net Sales Tax Receipts	285,271,313	291,470,699	300,203,324			
Program Allocations (calculated on Net Sales Tax Receipts):						
Major Corridors Program <sup>6</sup>	120,955,036	123,583,576	127,286,209	41.1%	3.0%	(123,650,030)
New Major Corridor Transit Operations <sup>7</sup>	23,106,976	23,609,127	24,316,469	7.8%	3.0%	
Transit System Improvements <sup>8</sup>	47,069,767	48,092,665	49,533,549	16.0%	3.0%	(126,360)
Local System Improvements <sup>9</sup>	94,139,534	96,185,331	99,067,097	32.0%	3.0%	(4,373,932)
<b>Total Program Allocations</b>	<b>285,271,313</b>	<b>291,470,699</b>	<b>300,203,324</b>		<b>3.0%</b>	
<b>TransNet Program Allocations Summary</b>						
Total Off-the-Top Programs	\$ 9,230,011	\$ 9,425,917	\$ 9,720,190		3.1%	
Total Program Allocations	285,271,313	291,470,699	300,203,324		3.0%	
Total Allocations	294,501,324	300,896,616	309,923,514		3.0%	
Interest Income (to be allocated) <sup>1</sup>	11,123,983	7,392,917	7,392,917		0.0%	
<b>Total Allocations and Interest</b>	<b>\$ 305,625,307</b>	<b>\$ 308,289,533</b>	<b>\$ 317,316,431</b>		<b>3.0%</b>	<b>\$ (129,175,306)</b>

**Notes:**

The *TransNet* Ordinance established the rules for the allocation of all Commission revenues. Commission funds are allocated according to the following priorities:

<sup>1</sup> Estimated FY 2019 and projected FY 2020 interest includes projected sales tax revenue interest earnings and projected earnings on unspent bond proceeds held as investments.

<sup>2</sup> SANDAG may allocate up to 1 percent of the annual sales tax revenue received for administrative expenses.

<sup>3</sup> See Chapter 7 for further detail.

<sup>4</sup> The Independent Taxpayer Oversight Committee (ITOC) allocation is based on the annual increase in the Consumer Price Index (CPI) beginning with FY 2002, using \$250,000 as the starting base. SANDAG policy, and in accordance with the Ordinance, is to use the current CPI index and calculate change from the base year; applying this procedure resulted in a slightly larger than normal increase in the ITOC budget in FY 2020 due to revision of the historical CPI by the Bureau of Labor.

<sup>5</sup> Total of 2 percent of annual sales tax revenue shall be allocated for bikeway facilities and connectivity improvements, pedestrian and walkable community projects, bicycle and pedestrian safety projects and programs, and traffic calming projects.

<sup>6</sup> The 42.4 percent of Net Sales Tax Receipts, which equates to 41.1 percent of Estimated Sales Tax Receipts, shall be allocated for Major Corridor projects, which include transportation mitigation under the Environmental Mitigation Program (EMP) and any finance charges incurred.

<sup>7</sup> The 8.1 percent of Net Sales Tax Receipts, which equates to 7.8 percent of Estimated Sales Tax Receipts, shall be allocated to operate new rail or Bus Rapid Transit services.

<sup>8</sup> The 16.5 percent of Net Sales Tax Receipts, which equates to 16.0 percent of Estimated Sales Tax Receipts, shall be allocated for purposes of public transit services, including providing for senior and Americans with Disabilities Act-related services.

<sup>9</sup> The 33 percent of Net Sales Tax Receipts, which equates to 32.0 percent of Estimated Sales Tax Receipts, shall be allocated for local street and road improvement services, which includes roadway projects as well as Local EMP and Smart Growth Incentive Programs.

<b>Detail of Estimated Program Allocations</b>	<b>Actual FY 2018</b>	<b>Estimated FY 2019</b>	<b>Projected FY 2020</b>	<b>Percent Change FY 2019</b>	<b>FY 2020 Debt Service Payments</b>
Total Administrative Allocations	\$ 2,945,013	\$ 3,008,966	\$ 3,099,235	3.0%	
Bicycle, Pedestrian and Neighborhood Safety	5,890,026	6,017,932	6,198,470	3.0%	\$ (1,024,984)
Independent Taxpayer Oversight Committee <sup>1</sup>	394,972	399,019	422,485	5.9%	
Major Corridors Program	120,955,036	123,583,576	127,286,209	3.0%	(123,650,030)
New Major Corridor Transit Operations	23,106,976	23,609,127	24,316,469	3.0%	
Transit System Improvements: <sup>2</sup>					
2.5% for ADA-Related Services	1,176,744	1,202,317	1,238,339	3.0%	
3.25% for Specialized Services for Seniors/Disabled	1,529,767	1,563,012	1,609,840	3.0%	
MTS Projects & Services	31,547,089	32,232,021	33,185,797	3.0%	
NCTD Projects & Services	12,816,167	13,095,315	13,499,573	3.0%	(126,360)
<b>Total Transit System Improvements</b>	<b>47,069,767</b>	<b>48,092,665</b>	<b>49,533,549</b>	<b>3.0%</b>	
<b>Local System Improvements:</b>					
Local Street and Road Program: <sup>3</sup>					
Carlsbad	3,150,190	3,096,742	3,245,296	4.8%	
Chula Vista	6,091,749	6,076,321	6,395,225	5.2%	
Coronado	619,117	632,317	611,675	-3.3%	
Del mar	199,840	205,503	211,922	3.1%	(199,500)
El Cajon	2,425,613	2,405,338	2,553,733	6.2%	
Encinitas	1,722,437	1,703,427	1,738,768	2.1%	
Escondido	3,602,721	3,713,169	3,859,162	3.9%	
Imperial Beach	732,059	699,542	752,392	7.6%	
La Mesa	1,581,448	1,547,563	1,643,171	6.2%	
Lemon Grove	721,883	712,859	739,506	3.7%	
National City	1,414,903	1,449,679	1,498,882	3.4%	(384,260)
Oceanside	4,648,837	4,424,684	4,706,021	6.4%	(583,800)
Poway	1,518,335	1,480,875	1,526,639	3.1%	
San Diego	32,739,701	33,387,903	35,268,171	5.6%	
San Marcos	2,247,773	2,262,915	2,332,756	3.1%	(655,567)
Santee	1,468,392	1,444,084	1,459,268	1.1%	(964,290)
Solana Beach	442,858	426,945	442,864	3.7%	(219,966)
Vista	2,312,128	2,400,920	2,447,418	1.9%	
County of San Diego	15,373,968	16,747,187	15,926,298	-4.9%	(1,366,549)
<b>Total Local Street and Road Program</b>	<b>83,013,952</b>	<b>84,817,973</b>	<b>87,359,167</b>	<b>3.0%</b>	<b>(4,373,932)</b>
Local Environmental Mitigation Program (EMP) <sup>4</sup>	5,134,884	5,246,473	5,403,660	3.0%	
Local Smart Growth Incentive Program <sup>4</sup>	5,990,698	6,120,885	6,304,270	3.0%	
<b>Total Local System Improvement Allocations</b>	<b>94,139,534</b>	<b>96,185,331</b>	<b>99,067,097</b>	<b>3.0%</b>	
Interest Income (to be allocated) <sup>5</sup>	11,123,983	7,392,917	7,392,917	0.0%	
<b>Total Program Allocations</b>	<b>\$ 305,625,307</b>	<b>\$ 308,289,533</b>	<b>\$ 317,316,431</b>	<b>3.0%</b>	<b>\$ (129,175,306)</b>

**Notes:**

<sup>1</sup> The ITOC allocation is based on the annual increase in the Consumer Price Index (CPI) beginning with FY 2002, using \$250,000 as the starting base. SANDAG policy, and in accordance with the Ordinance, is to use the current CPI index and calculate change from the base year; applying this procedure resulted in a slightly larger than normal increase in the ITOC budget in FY 2020 due to revision of the historical CPI by the Bureau of Labor.

<sup>2</sup> Transit System Improvements allocations include 'off-the-top' funding services for Americans with Disabilities Act (ADA)-related programs and for senior/disabled services, with the balance allocated by population to the Metropolitan Transit System and North County Transit District. The ADA funding is allocated to the transit agencies based on population, while the Senior Services program is allocated based on a competitive call for projects process.

<sup>3</sup> Local Street and Road Program funds are allocated based on \$50,000 to each jurisdiction and the balance allocated by a formula based 2/3 on population data published by the State of California Department of Finance, and 1/3 on miles of maintained roads published by Caltrans. Individual city and county data as a percentage of the total of all city and county figures may fluctuate year to year.

<sup>4</sup> The Local EMP and Local Smart Growth Incentive programs are a subset under the Local System Improvement Program designed to encourage early project mitigation and Smart Growth planning. These funds are available on a competitive call for projects basis.

<sup>5</sup> Estimated FY 2019 and projected FY 2020 interest includes projected sales tax revenue interest earnings and projected earnings on unspent bond proceeds held as investments.

## FY 2020 *TransNet* Long-Term Debt Program

2008 Series A,B,C,D Sales Tax Revenue Bonds (Tax-Exempt)  
 2010 Series A (Build America Bonds)  
 2010 Series B, 2012 Series A, 2014 Series A, 2016 Series A (Tax-Exempt Bonds)  
 Debt Service Allocation

Period Ending	\$600,000,000 Series 2008 Sales Tax Revenue Bonds (Tax-Exempt)			\$338,960,000 Series A 2010 Sales Tax Revenue Bonds (Build America Bonds)					\$11,040,000 Series B 2010 Sales Tax Revenue Bonds (Tax-Exempt)		
	Principal Payment	Interest Payment <sup>1</sup>	Total Annual Payment	Principal Payment	Gross Interest Payment	Federal Subsidy on Interest	Net Interest Payment <sup>2</sup>	Total Annual Payment	Principal Payment	Interest Payment	Total Annual Payment
6/30/2008		\$ 3,779,037	\$ 3,779,037								
6/30/2009	\$ 10,800,000	23,652,230	34,452,230								
6/30/2010	11,400,000	22,343,011	33,743,011								
6/30/2011	11,700,000	21,778,708	33,478,708		\$ 7,847,404	\$ (2,746,591)	\$ 5,100,813	\$ 5,100,813	\$ 460,000	\$ 166,830	\$ 626,830
6/30/2012	12,300,000	22,345,756	34,645,756		20,035,926	(7,012,574)	13,023,352	13,023,352	560,000	416,750	976,750
6/30/2013	-	14,812,101	14,812,101		20,035,926	(7,012,574)	13,023,352	13,023,352	580,000	399,950	979,950
6/30/2014	-	14,570,111	14,570,111		20,035,926	(6,455,074)	13,580,851	13,580,851	590,000	382,550	972,550
6/30/2015	-	14,531,207	14,531,207		20,035,926	(6,504,162)	13,531,763	13,531,763	620,000	358,950	978,950
6/30/2016	-	14,376,626	14,376,626		20,035,926	(6,518,188)	13,517,738	13,517,738	640,000	334,150	974,150
6/30/2017	-	15,542,859	15,542,859		20,035,926	(6,532,213)	13,503,713	13,503,713	665,000	308,550	973,550
6/30/2018	-	15,021,012	15,021,012		20,035,926	(6,548,928)	13,486,998	13,486,998	690,000	281,950	971,950
6/30/2019	-	14,045,132	14,045,132		20,035,926	(6,479,618)	13,556,307	13,556,307	720,000	254,350	974,350
6/30/2020	-	17,465,889	17,465,889		20,035,926	(6,479,618)	13,556,307	13,556,307	750,000	225,550	975,550
6/30/2021	-	17,465,889	17,465,889		20,035,926	(6,479,618)	13,556,307	13,556,307	395,000	195,550	590,550
6/30/2022	-	17,465,889	17,465,889		20,035,926	(6,479,618)	13,556,307	13,556,307	410,000	179,750	589,750
6/30/2023	18,600,000	17,264,009	35,864,009		20,035,926	(6,479,618)	13,556,307	13,556,307	430,000	163,350	593,350
6/30/2024	19,200,000	16,449,976	35,649,976		20,035,926	(6,479,618)	13,556,307	13,556,307	445,000	146,150	591,150
6/30/2025	20,100,000	15,606,638	35,706,638		20,035,926	(6,479,618)	13,556,307	13,556,307	460,000	132,800	592,800
6/30/2026	21,000,000	14,724,227	35,724,227		20,035,926	(6,479,618)	13,556,307	13,556,307	480,000	109,800	589,800
6/30/2027	21,300,000	13,809,254	35,109,254		20,035,926	(6,479,618)	13,556,307	13,556,307	505,000	85,800	590,800
6/30/2028	22,500,000	12,871,488	35,371,488		20,035,926	(6,479,618)	13,556,307	13,556,307	525,000	65,600	590,600
6/30/2029	23,400,000	11,884,880	35,284,880		20,035,926	(6,479,618)	13,556,307	13,556,307	545,000	44,600	589,600
6/30/2030	24,300,000	10,859,199	35,159,199		20,035,926	(6,479,618)	13,556,307	13,556,307	570,000	22,800	592,800
6/30/2031	25,200,000	9,794,444	34,994,444		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2032	26,100,000	8,690,615	34,790,615		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2033	27,300,000	7,544,457	34,844,457		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2034	28,200,000	6,349,456	34,549,456		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2035	29,400,000	5,112,126	34,512,126		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2036	30,600,000	3,822,698	34,422,698		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2037	31,800,000	2,481,172	34,281,172		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2038	33,300,000	1,084,292	34,384,292		20,035,926	(6,479,618)	13,556,307	13,556,307			
6/30/2039				\$ 28,440,000	20,035,926	(6,479,618)	13,556,307	41,996,307			
6/30/2040				29,535,000	18,354,837	(5,935,954)	12,418,883	41,953,883			
6/30/2041				30,665,000	16,609,023	(5,371,358)	11,237,665	41,902,665			
6/30/2042				31,845,000	14,796,415	(4,785,161)	10,011,255	41,856,255			
6/30/2043				33,070,000	12,914,057	(4,176,406)	8,737,651	41,807,651			
6/30/2044				34,340,000	10,959,290	(3,544,234)	7,415,055	41,755,055			
6/30/2045				35,660,000	8,929,452	(2,887,785)	6,041,667	41,701,667			
6/30/2046				37,030,000	6,821,590	(2,206,102)	4,615,488	41,645,488			
6/30/2047				38,450,000	4,632,746	(1,498,230)	3,134,516	41,584,516			
6/30/2048				39,925,000	2,359,967	(763,213)	1,596,754	41,521,754			
<b>Total</b>	<b>\$ 448,500,000</b>	<b>\$ 407,544,388</b>	<b>\$ 856,044,388</b>	<b>\$ 338,960,000</b>	<b>\$ 665,230,709</b>	<b>\$ (216,570,725)</b>	<b>\$ 448,659,965</b>	<b>\$ 787,619,965</b>	<b>\$ 11,040,000</b>	<b>\$ 4,275,780</b>	<b>\$ 15,315,780</b>

<sup>1</sup>The 2008 Bond interest payments are based on the fixed rate payable to the swap providers and variable rate paid to the bondholders using actual rates through December 31, 2018, and using the rate as of January 3, 2019, for future periods, offset with the variable rate received from the swap providers (65% of LIBOR or SIFMA). It is anticipated that over the life of the debt, the variable rate received from the swap providers will approximate the variable rate paid to the bondholders. On June 14, 2012, \$151,500,000 of the 2008 Series ABCD Bonds were redeemed through the issuance of the 2012 Bonds.

<sup>2</sup>The 2010 Build America Bonds interest payments are net of the federal interest subsidy, which is approximately 27 percent of the total interest cost (prior to the Federal Sequestration in March 2013, the interest subsidy was 35%). Gross Interest Payment for FY 2020 is \$20,035,926 with an estimated subsidy (receipt) of \$6,479,618.



## FY 2020 TransNet Long-Term Debt Program

2008 Series A,B,C,D Sales Tax Revenue Bonds (Tax-Exempt)

2010 Series A (Build America Bonds)

2010 Series B, 2012 Series A, 2014 Series A, 2016 Series A (Tax-Exempt Bonds)

Debt Service Allocation

Period Ending	\$420,585,000 Series A 2012 Sales Tax Revenue Bonds (Tax-Exempt)			\$350,000,000 Series A 2014 Sales Tax Revenue Bonds (Tax-Exempt)			\$325,000,000 Series A 2016 Sales Tax Revenue Bonds (Tax-Exempt)			Total Debt Service Payment
	Principal Payment	Interest Payment	Total Annual Payment	Principal Payment	Interest Payment	Total Annual Payment	Principal Payment	Interest Payment	Total Annual Payment	
6/30/2008										\$ 3,779,037
6/30/2009										34,452,230
6/30/2010										33,743,011
6/30/2011										39,206,351
6/30/2012										48,645,858
6/30/2013	\$ 18,060,000	\$ 15,475,239	\$ 33,535,239							62,350,642
6/30/2014	14,490,000	19,050,250	33,540,250							62,663,762
6/30/2015	14,870,000	18,665,550	33,535,550		\$ 9,662,377	\$ 9,662,377				72,239,847
6/30/2016	15,470,000	18,070,750	33,540,750	\$ 4,460,000	17,305,750	21,765,750				84,175,014
6/30/2017	16,240,000	17,297,250	33,537,250	4,590,000	17,171,950	21,761,950	\$ 2,765,000	\$ 10,093,907	\$ 12,858,907	98,178,229
6/30/2018	17,055,000	16,485,250	33,540,250	4,820,000	16,942,450	21,762,450	4,555,000	16,111,750	20,666,750	105,449,410
6/30/2019	17,855,000	15,682,500	33,537,500	5,060,000	16,701,450	21,761,450	4,780,000	15,884,000	20,664,000	104,538,739
6/30/2020	18,700,000	14,839,750	33,539,750	5,315,000	16,448,450	21,763,450	5,020,000	15,645,000	20,665,000	107,965,946
6/30/2021	19,970,000	13,954,750	33,924,750	5,580,000	16,182,700	21,762,700	5,270,000	15,394,000	20,664,000	107,964,196
6/30/2022	20,965,000	12,956,250	33,921,250	5,860,000	15,903,700	21,763,700	5,535,000	15,130,500	20,665,500	107,962,396
6/30/2023	3,525,000	11,908,000	15,433,000	6,155,000	15,610,700	21,765,700	5,810,000	14,853,750	20,663,750	107,876,116
6/30/2024	3,790,000	11,731,750	15,521,750	6,460,000	15,302,950	21,762,950	6,105,000	14,563,250	20,668,250	107,750,383
6/30/2025	3,795,000	11,542,250	15,337,250	6,785,000	14,979,950	21,764,950	6,410,000	14,258,000	20,668,000	107,625,945
6/30/2026	3,830,000	11,352,500	15,182,500	7,120,000	14,640,700	21,760,700	6,730,000	13,937,500	20,667,500	107,481,034
6/30/2027	4,495,000	11,161,000	15,656,000	7,480,000	14,284,700	21,764,700	7,065,000	13,601,000	20,666,000	107,343,061
6/30/2028	4,310,000	10,936,250	15,246,250	7,850,000	13,910,700	21,760,700	7,420,000	13,247,750	20,667,750	107,193,095
6/30/2029	4,465,000	10,720,750	15,185,750	8,245,000	13,518,200	21,763,200	7,790,000	12,876,750	20,666,750	107,046,487
6/30/2030	4,650,000	10,497,500	15,147,500	8,655,000	13,105,950	21,760,950	8,180,000	12,487,250	20,667,250	106,884,006
6/30/2031	5,475,000	10,265,000	15,740,000	9,090,000	12,673,200	21,763,200	8,585,000	12,078,250	20,663,250	106,717,201
6/30/2032	5,780,000	9,991,250	15,771,250	9,545,000	12,218,700	21,763,700	9,015,000	11,649,000	20,664,000	106,545,872
6/30/2033	5,840,000	9,702,250	15,542,250	10,020,000	11,741,450	21,761,450	9,465,000	11,198,250	20,663,250	106,367,714
6/30/2034	6,240,000	9,410,250	15,650,250	10,525,000	11,240,450	21,765,450	9,940,000	10,725,000	20,665,000	106,186,463
6/30/2035	6,400,000	9,098,250	15,498,250	11,050,000	10,714,200	21,764,200	10,440,000	10,228,000	20,668,000	105,998,883
6/30/2036	6,610,000	8,778,250	15,388,250	11,600,000	10,161,700	21,761,700	10,960,000	9,706,000	20,666,000	105,794,955
6/30/2037	6,875,000	8,447,750	15,322,750	12,180,000	9,581,700	21,761,700	11,510,000	9,158,000	20,668,000	105,589,929
6/30/2038	6,895,000	8,104,000	14,999,000	12,790,000	8,972,700	21,762,700	12,085,000	8,582,500	20,667,500	105,369,799
6/30/2039	13,120,000	7,759,250	20,879,250	13,430,000	8,333,200	21,763,200	12,685,000	7,978,250	20,663,250	105,302,007
6/30/2040	13,775,000	7,103,250	20,878,250	14,100,000	7,661,700	21,761,700	13,320,000	7,344,000	20,664,000	105,257,833
6/30/2041	14,470,000	6,414,500	20,884,500	14,805,000	6,956,700	21,761,700	13,990,000	6,678,000	20,668,000	105,216,865
6/30/2042	15,190,000	5,691,000	20,881,000	15,545,000	6,216,450	21,761,450	14,685,000	5,978,500	20,663,500	105,162,205
6/30/2043	15,950,000	4,931,500	20,881,500	16,325,000	5,439,200	21,764,200	15,420,000	5,244,250	20,664,250	105,117,601
6/30/2044	16,680,000	4,199,756	20,879,756	17,140,000	4,622,950	21,762,950	16,190,000	4,473,250	20,663,250	105,061,012
6/30/2045	17,445,000	3,434,225	20,879,225	17,995,000	3,765,950	21,760,950	17,000,000	3,663,750	20,663,750	105,005,592
6/30/2046	18,245,000	2,633,244	20,878,244	18,875,000	2,889,063	21,764,063	17,850,000	2,813,750	20,663,750	104,951,544
6/30/2047	19,090,000	1,795,238	20,885,238	19,795,000	1,970,375	21,765,375	18,745,000	1,921,250	20,666,250	104,901,379
6/30/2048	19,970,000	918,000	20,888,000	20,755,000	1,007,988	21,762,988	19,680,000	984,000	20,664,000	104,836,741
<b>Total</b>	<b>\$ 420,585,000</b>	<b>\$ 371,004,502</b>	<b>\$ 791,589,502</b>	<b>\$ 350,000,000</b>	<b>\$ 377,840,352</b>	<b>\$ 727,840,352</b>	<b>\$ 325,000,000</b>	<b>\$ 328,488,407</b>	<b>\$ 653,488,407</b>	<b>\$ 3,831,898,395</b>

## FY 2020 *TransNet* Short-Term Debt Program

**2018 Series A Subordinate Sales Tax Revenue Short-Term Notes**  
**Series B Subordinate Sales Tax Revenue Commercial Paper Notes**  
**Debt Service Allocation**

Period Ending	\$537,480,000 Series A 2018 Short-Term Notes			\$100,000,000 Series B Commercial Paper Notes <sup>2</sup>			Total Debt Service Payment
	Principal Payment <sup>1</sup>	Interest Payment	Total Annual Payment	Principal Payment	Interest Payment <sup>3</sup>	Total Annual Payment	
6/30/2019	\$ -	\$ 19,531,182	\$ 19,531,182	\$ 89,000	\$ 194,885	\$ 283,885	<b>19,815,067</b>
6/30/2020	-	20,499,200	20,499,200	524,000	186,160	710,160	<b>21,209,360</b>
6/30/2021	-	20,499,200	20,499,200	659,000	166,560	825,560	<b>21,324,760</b>
6/30/2022	-	-	-	659,000	143,325	802,325	<b>802,325</b>
6/30/2023	-	-	-	550,000	120,090	670,090	<b>670,090</b>
6/30/2024	-	-	-	-	99,320	99,320	<b>99,320</b>
6/30/2025	-	-	-	-	92,300	92,300	<b>92,300</b>
6/30/2026	-	-	-	-	85,020	85,020	<b>85,020</b>
6/30/2027	-	-	-	-	77,480	77,480	<b>77,480</b>
6/30/2028	-	-	-	-	69,680	69,680	<b>69,680</b>
6/30/2029	-	-	-	-	61,620	61,620	<b>61,620</b>
6/30/2030	-	-	-	-	53,300	53,300	<b>53,300</b>
6/30/2031	-	-	-	-	44,980	44,980	<b>44,980</b>
6/30/2032	-	-	-	-	36,400	36,400	<b>36,400</b>
6/30/2033	-	-	-	-	27,560	27,560	<b>27,560</b>
6/30/2034	-	-	-	-	18,460	18,460	<b>18,460</b>
6/30/2035	-	-	-	-	9,360	9,360	<b>9,360</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ 60,529,582</b>	<b>\$ 60,529,582</b>	<b>\$ 2,481,000</b>	<b>\$ 1,486,500</b>	<b>\$ 3,967,500</b>	<b>\$ 64,497,082</b>

**Notes:**

<sup>1</sup>The 2018 Short-Term Notes principal will be repaid with Transportation Infrastructure Finance and Innovation Act funds.

<sup>2</sup>The Commercial Paper Program authorized capacity is \$100,000,000. Principal payments are based on outstanding Commercial Paper for payments using *TransNet* revenues. On June 30, 2019, there will be an outstanding principal balance of \$24,300,000 related to the North County Transit District Certificates of Participation. No *TransNet* is used to repay this balance.

<sup>3</sup>The Commercial Paper interest payments are based on an interest rate of 2.5 percent for budgeting purposes. Actual interest payments will be at the market rate.

**Work Element: 1500200 Independent Taxpayer Oversight Committee Program**

Annual Project Funding <sup>1</sup>			
	FY 2018 Actual	FY 2019	FY 2020
<i>TransNet</i> ITOC Program	\$394,972	\$399,019	\$422,485
<b>Total</b>	<b>\$394,972</b>	<b>\$399,019</b>	<b>\$422,485</b>

Annual Project Funding			
	FY 2018	FY 2019 Estimated	FY 2020 Budget
Salaries, Benefits, Indirect	\$0	\$226,439	\$218,053
Annual Fiscal Audits	\$104,956	\$123,984	\$123,984
Triennial Performance Audit	\$259,998	\$0	\$0
Mileage	\$0	\$1,710	\$1,756
Advertisement	\$988	\$1,517	\$1,558
Postage/Delivery	\$11	\$196	\$201
Reserve for Outside Consulting Services <sup>2</sup>	\$0	\$21,577	\$22,160
<b>Total</b>	<b>\$365,953</b>	<b>\$375,423</b>	<b>\$367,712</b>
<b>Net Difference</b>	<b>\$29,019</b>	<b>\$23,596</b>	<b>\$54,773</b>
<b>Carry Over Balance<sup>3</sup></b>	<b>\$213,216</b>	<b>\$236,812</b>	<b>\$291,585</b>

<sup>1</sup> Annual revenue is \$250,000 escalated annually by the most current Consumer Price Index (CPI).

<sup>2</sup> Reserve started at \$20,000 in FY 2013 with CPI adjustment each subsequent year.

<sup>3</sup> Carryover balance includes prior year unspent funding and may include interest earned.

**Objective**

The objective of this work element is to fulfill the requirements of the *TransNet* Extension Ordinance, which authorizes the Independent Taxpayer Oversight Committee (ITOC) to oversee a number of functions relating to independent oversight of the *TransNet* Program. Emphasis in FY 2020 will be on reviewing the 2019-2020 *TransNet* Plan of Finance (POF) update; overseeing implementation of recommendations from the FY 2018 *TransNet* Triennial Performance Audit; and providing oversight for the continued implementation of the *TransNet* Program.

**Previous Accomplishments**

Previous accomplishments include completion of the FY 2018 *TransNet* Triennial Performance Audit, providing recommendations as part of the first *TransNet* Ten-Year Comprehensive Program Review, and completion of the FY 2018 *TransNet* fiscal and compliance audits.

**Justification**

The ITOC Program fulfills a voter mandate in the *TransNet* Extension Ordinance.

**Project Manager:** Ariana zur Nieden, *TransNet* Department  
**Committee(s):** None  
**Working Group(s):** Independent Taxpayer Oversight Committee

## Products, Tasks, and Schedules for FY 2020

Task No.	% of Effort	Task Description / Product / Schedule
1	20	<b>Task Description:</b> Review the 2019-2020 POF update and oversee implementation of recommendations from the FY 2018 <i>TransNet</i> Triennial Performance Audit <b>Product:</b> Approval of the POF; status reports on progress of implementing Triennial Performance Audit recommendations <b>Completion Date:</b> 6/30/2020
2	25	<b>Task Description:</b> Produce annual ITOC report in accordance with the <i>TransNet</i> Extension Ordinance <b>Product:</b> 2020 ITOC Annual Report to the Board of Directors <b>Completion Date:</b> 6/30/2020
3	10	<b>Task Description:</b> Provide additional review services by independent consultant, as appropriate <b>Product:</b> Independent report to the Board <b>Completion Date:</b> 6/30/2020
4	45	<b>Task Description:</b> Oversee annual <i>TransNet</i> fiscal and compliance audits and present recommendations and findings, if any, to the ITOC, Transportation Committee, and Board <b>Product:</b> FY 2019 <i>TransNet</i> Fiscal and Compliance Audit Report (Draft report presentation in March 2020 and final report presentation in June 2020) <b>Completion Date:</b> 6/30/2020

### Future Activities

Future activities will include overseeing the annual fiscal and compliance audits, FY 2021 *TransNet* Triennial Performance Audit, and review of the next POF update.

## FY 2020 *TransNet* Senior Services Transportation Grant Program

The Senior Services Transportation Grant Program is a competitive grant program awarded for projects and operations that support mobility and access for seniors.<sup>(1)</sup>

Project Number	Grantee	Project Title	Grant Amount	Anticipated Expenditures		
				Prior <sup>(2)</sup>	FY 2020	FY2021 - FY2022
1270400	City of La Mesa	Rides4Neighbors	\$ 1,726,153	\$ 1,312,677	\$ 267,751	\$ 145,725
1270500	City of Oceanside	Seniors for Solutions on the Go	1,882,828	1,679,105	75,062	128,661
1270800	FACT	RideFACT	1,783,470	1,268,261	315,209	200,000
1271000	Jewish Family Service	On the Go (North County Inland)	1,934,238	1,479,590	293,003	161,645
1271100	Peninsula Shepherd	Out and About	566,344	418,162	80,182	68,000
1271300	Traveler's Aid	SenioRide	1,659,103	1,259,103	200,000	200,000
TBD	Traveler's Aid	RIDEFinder	85,500	-	43,500	42,000
1271800	Jewish Family Service	On the Go (Eastern San Diego)	934,733	476,768	289,783	168,182
1271900	FACT	CTSA & Brokerage Services	1,578,656	829,340	449,316	300,000
1272000	Jewish Family Service	On the Go (Northern San Diego)	1,260,511	877,120	215,977	167,414
<b>Totals - Active Grants</b>			<b>\$ 13,411,536</b>	<b>\$ 9,600,126</b>	<b>\$ 2,229,783</b>	<b>\$ 1,581,627</b>
<b>Subtotals - 57 Projects completed prior to FY 2019</b>			<b>\$ 4,484,279</b>	<b>\$ 4,484,279</b>		
<b>Grand Total - <i>TransNet</i> Senior Services Transportation Grant Program</b>			<b>\$ 17,895,815</b>	<b>\$ 14,084,405</b>	<b>\$ 2,229,783</b>	<b>\$ 1,581,627</b>

### Notes:

<sup>1</sup> The grant awards shown reflect the current and active SANDAG projects per the FY 2009 - FY 2019 Call for Projects as approved by the Board of Directors on September 26, 2008, February 25, 2011, March 22, 2013, February 27, 2015, July 22, 2016, March 24, 2017, and March 22, 2019. As grant projects are completed, original grant awards may be reduced to reflect actual costs at close out, with remaining funds returned to the pool for future use.

<sup>2</sup> Prior Expenditures are calculated based on actual previous expenditures plus estimated expenditures for FY 2019. Prior Expenditures from completed projects are actual project costs. Any grant balance remaining is used for future call for projects in the *TransNet* Senior Services Grant Program.

## FY 2020 *TransNet* Active Transportation Grant Program

The Active Transportation Grant Program (ATGP), formerly known as the Bicycle, Pedestrian, and Neighborhood Safety (BPNS) Program, is a competitive grant program supporting bicycle and pedestrian infrastructure and neighborhood safety enhancement projects. The program's *TransNet* funds also are supplemented with available Transportation Development Act Article 3 funds.<sup>1</sup>

### ATGP/ATP Funds Exchange Projects (FY 2015) and Cycle 4 ATGP projects funded through *TransNet* (FY 2017, 2018, 2019)

Project Number	Contract Number	Jurisdiction	Project	Grant Amount	Anticipated Expenditures		
					Prior <sup>2</sup>	FY 2020	FY 2021
1223071	5004838	City of Carlsbad	Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project	1,054,000	671,832	382,168	-
1223062	5004633	City of Escondido	Escondido Creek Bikeway Missing Link	1,092,000	1,022,846	69,154	-
1224035	5004839	City of Vista	City of Vista	3,700,000	2,965,905	367,047	367,048
1223088	5005452	City of Del Mar	Civic Center Bike Locker	10,000	5,000	5,000	-
1223092	5005465	City Of Imperial Beach	IB Biking Education, Encouragement and Awareness Campaign	50,000	25,000	25,000	-
1223089	5005457	City of National City	National City Bike Parking Enhancements	50,000	5,000	45,000	-
1223090	5005458	City of National City	Waterfront to Homefront Connectivity Study	198,000	100,000	98,000	-
1223091	5005459	City of San Diego	Move Free SD	125,000	30,000	95,000	-
<b>Totals - Active Projects</b>				<b>\$6,279,000</b>	<b>\$4,825,583</b>	<b>\$1,086,369</b>	<b>\$367,048</b>
<b>Subtotals - 60 Projects completed prior to FY 2019</b>				<b>\$20,417,098</b>	<b>\$20,417,098</b>		
<b>Grand Total - <i>TransNet</i> ATGP</b>				<b>\$26,696,098</b>	<b>\$25,242,681</b>	<b>\$1,086,369</b>	<b>\$367,048</b>

#### Notes:

<sup>1</sup>The grant projects shown above represent current active projects awarded Active Transportation Program (ATP) funds and approved by the Board of Directors for *TransNet* exchange funds. ATGP/ATP Funds Exchange Project Funding represent \$10.7 million in BPNS Program funding.

<sup>2</sup>Prior expenditures are calculated based on actual previous expenditures plus estimated expenditures for FY 2019. Prior Expenditures from completed projects are actual project costs. Any grant balance remaining is used for future call for projects in the *TransNet* ATP.

### FY 2020 TransNet Smart Growth Incentive Program

The Smart Growth Incentive Program (SGIP) provides competitive grant funding to communities pursuing development and infrastructure projects consistent with the regional smart growth areas and strategies.<sup>1</sup>

Project Number	Contract Number	Jurisdiction	Project	Grant Amount	Anticipated Expenditures		
					Prior <sup>3</sup>	FY 2020	Future
Funding Cycle: FY 2014 - FY 2016 (Cycle 3) Active Grants Remaining							
1224034	5004717	City of Escondido	Escondido Transit Center Active Transportation Connections	\$ 1,270,000	\$ 800,000	\$ 470,000	\$ -
1224036	5004740	City of La Mesa	North Spring Street Smart Growth Corridor	\$ 992,503	\$ 506,572	\$ 460,341	\$ 25,590
1224033	5004751	City of San Diego	San Ysidro Wayfinding Signs	\$ 350,000	\$ 302,000	\$ 48,000	\$ -
1224043	5004720	City of San Diego	Pacific Beach Greenways, Parks and Transit	\$ 400,000	\$ 377,518	\$ 22,482	\$ -
1224031	5004750	City of San Diego	14th Street Pedestrian Promenade Demonstration Block	\$ 1,000,000	\$ 575,322	\$ 424,678	\$ -
1224035	5004727	City of Vista	Paseo Santa Fe Phase II <sup>2</sup>	\$ 2,000,000	\$ 1,002,478	\$ 997,522	\$ -
Funding Cycle: FY 2017 - FY 2019 (Cycle 4) Active and Pending Grants							
1224059	5005480	City of Chula Vista	Third Ave. Streetscape Improvement Project	\$ 2,500,000	\$ 1,100,000	\$ 1,400,000	\$ -
1224067	5005489	City of El Cajon	El Cajon Transit Center Community Connection	\$ 2,500,000	\$ -	\$ 210,700	\$ 2,289,300
1224068	5005489	City of El Cajon	Main Street- Green Street Gateway	\$ 2,500,000	\$ -	\$ 190,000	\$ 2,310,000
1224046	5005451	City of El Cajon	CAP Environmental and Benefit Analysis	\$ 150,000	\$ 150,000		\$ -
1224060	5005481	City of Escondido	Grand Avenue Complete Streets Improvement Phase I	\$ 1,443,161	\$ 20,000	\$ 171,000	\$ 1,252,161
1224047	5005467	City of La Mesa	Complete Streets Integrated Design Manual	\$ 169,801	\$ 40,751	\$ 129,050	\$ -
1224057	5005478	City of Lemon Grove	Lemon Grove Smart Growth General Plan Update	\$ 262,290	\$ -	\$ 184,512	\$ 77,779
1224069	5005490	City of Lemon Grove	Connect Main Street	\$ 2,500,000	\$ -	\$ 250,000	\$ 2,250,000
1224048	5005468	City of National City	24th Street Transit Oriented Development Overlay	\$ 500,000	\$ 100,000	\$ 350,000	\$ 50,000
1224061	5005482	City of National City	Roosevelt Ave Corridor Smart Growth Revitalization Plan	\$ 2,080,000	\$ 250,000	\$ 1,550,000	\$ 280,000
1224062	5005483	City of National City	Sweetwater Road Protected Bikeway	\$ 2,500,000	\$ 100,000	\$ 267,000	\$ 2,133,000
1224058	5005478	City of Oceanside	Coastal Rail Trail Extension	\$ 400,000	\$ 120,000	\$ 200,000	\$ 80,000
1224049	5005469	City of San Diego	Clairemont Transit Oriented Development Design Concepts	\$ 500,000	\$ 258,150	\$ 241,850	\$ -
1224050	5005470	City of San Diego	College Area Smart Growth Study (CASGC)	\$ 500,000	\$ 284,019	\$ 215,981	\$ -
1224051	5005471	City of San Diego	E Street Greenway Master Plan	\$ 110,000	\$ 11,000	\$ 88,000	\$ 11,000
1224052	5005472	City of San Diego	Mira Mesa Transit Oriented Development	\$ 500,000	\$ 290,116	\$ 209,884	\$ -
1224053	5005474	City of San Diego	University Community Smart Growth Concept Study	\$ 500,000	\$ 279,492	\$ 220,508	\$ -
1224063	5005484	City of San Diego	Downtown Mobility Cycle Way Improvements	\$ 2,500,000	\$ -	\$ 1,683,100	\$ 816,900
1224064	5005485	City of San Diego	Downtown San Diego Wayfinding Signage - Cycle Network	\$ 220,000	\$ 5,000	\$ 25,000	\$ 190,000

**FY 2020 *TransNet* Smart Growth Incentive Program**

Project Number	Contract Number	Jurisdiction	Project	Grant Amount	Anticipated Expenditures		
					Prior <sup>3</sup>	FY 2020	Future
1224065	5005486	City of San Diego	East Village Green Park, Phase 1	\$ 1,039,748	\$ 3,000	\$ 990,748	\$ 46,000
1224066	5005487	City of Vista	Paseo Santa Fe Phase III	\$ 2,500,000	\$ 5,000	\$ 1,495,000	\$ 1,000,000
1224054	5005475	County of San Diego	Alpine Community Plan Implementation Financing Tools and Mechanisms	\$ 300,000	\$ 70,000	\$ 167,500	\$ 62,500
1224055	5005476	County of San Diego	Casa De Oro - Campo Road Specific Plan	\$ 500,000	\$ 50,000	\$ 250,000	\$ 200,000
1224056	5005477	County of San Diego	Valley Center Community Plan Update	\$ 325,000	\$ 20,000	\$ 137,000	\$ 168,000
Totals from Current Projects				\$ 33,012,503	\$ 6,720,418	\$ 13,049,855	\$ 13,242,230
37 Projects Complete							
Totals from Complete Projects				\$ 23,678,344	\$ 23,678,344		
Grand Total - TransNet SGIP				\$56,690,847	\$30,398,762	\$13,049,855	\$13,242,230

**Notes:**

<sup>1</sup> The grant projects itemized above represent the currently active *TransNet* SGIP projects per the FY 2014-2016 (Cycle 3) call for projects approved by the Board of Directors July 24, 2015, and the FY 2017-2019 (Cycle 4) call for projects approved by the Board in July and December of 2018.

<sup>2</sup> Project No. 1224035 was awarded \$2,000,000 of SGIP funds. This project also is listed in the Active Transportation Grant Program budget based on an award of \$3,700,000 of *TransNet* Bicycle Pedestrian and Neighborhood Safety Program (Active Transportation Program) funding approved by the Board on October 23, 2015.

<sup>3</sup> Prior Expenditures are calculated based on actual previous expenditures. Prior Expenditures from completed projects are actual project costs. Any grant balance remaining is used for future call for projects in the *TransNet* SGIP.



## FY 2020 *TransNet* Environmental Mitigation Program - Regional Habitat Conservation Fund 12003 and 12013

SANDAG has established a Regional Habitat Conservation Fund. This program is a component of the *TransNet* Environmental Mitigation Program (EMP) (1200300) shown in the *TransNet* Early Action Program Projects as part of Chapter 9. Contracts are awarded to land managers to assist with regional management and monitoring needs to promote regional habitat conservation and reduce the potential for listing of future species as endangered by the federal and state wildlife agencies. The Board of Directors allocates funding on an annual basis to complete specific tasks.

Project No.	Project Name	Approved Budget	Anticipated Expenditures			
			Prior <sup>1</sup>	FY 2019	FY 2020	Future
1200300	Regional Habitat Conservation Fund	\$ 2,872,042	\$ 369,943	\$ 2,500,147	\$ 1,952	
1200301	Conserved Lands Database Management	\$ 275,057	\$ 196,767	\$ 30,000	\$ 30,000	\$ 18,290
1200302	Post Fire Monitoring and Recovery	\$ 3,000,000	\$ 2,598,623	\$ 150,000	\$ 150,000	\$ 101,377
1200311	Vertebrate Monitoring - California Gnatcatcher/Cactus Wren	\$ 2,033,818	\$ 1,890,363	\$ 100,000	\$ 43,455	\$ -
1200312	Program Developer/Administrator	\$ 2,200,726	\$ 1,720,804	\$ 210,000	\$ 210,000	\$ 59,922
1200313	Invasive Plant Species Management	\$ 1,390,000	\$ 918,791	\$ 200,000	\$ 200,000	\$ 71,209
1200314	Vertebrate Monitoring - Burrowing Owl	\$ 475,000	\$ 447,979	\$ 25,000	\$ -	\$ 2,021
1200315	Invertebrate Monitoring - Rare Butterfly Monitoring	\$ 380,000	\$ 355,156	\$ 20,000	\$ -	\$ 4,844
1200316	Management Coordinator	\$ 1,390,517	\$ 1,229,845	\$ 160,000	\$ -	\$ 672
1200317	Monitoring Coordinator	\$ 689,402	\$ 689,127	\$ -	\$ -	\$ 275
1200318	Updated Vegetation Mapping	\$ 943,000	\$ 940,545	\$ -	\$ -	\$ 2,455
1200319	Vegetation and Landscape Monitoring	\$ 1,349,775	\$ 974,775	\$ 54,764	\$ 200,000	\$ 120,236
1200329	GIS Support	\$ 1,536,000	\$ 1,167,841	\$ 200,000	\$ 150,000	\$ 18,159
1200330	Enforcement	\$ 1,200,000	\$ 594,295	\$ 200,000	\$ 200,000	\$ 205,705
1200331	Wildlife Corridor and Linkages Monitoring	\$ 2,466,766	\$ 2,358,990	\$ 95,766	\$ -	\$ 12,010
1200332	Rare and Endemic Plant Monitoring and Recovery	\$ 1,740,000	\$ 1,254,606	\$ 325,000	\$ 100,000	\$ 60,394
1200342	Preserve Level Management Plan Standardization	\$ 450,000	\$ 449,973	\$ -	\$ -	\$ 27
1200343	Other Species Monitoring	\$ 490,000	\$ 489,319	\$ -	\$ -	\$ 681
1200350	Administrative & Science Support	\$ 1,100,000	\$ 897,041	\$ 185,000	\$ -	\$ 17,959
1200355	Invasive Animal Species Management	\$ 2,098,417	\$ 1,943,417	\$ 155,000	\$ -	\$ -

**FY 2020 *TransNet* Environmental Mitigation Program - Regional Habitat Conservation Fund 12003 and 12013**

Project No.	Project Name	Approved Budget	Prior <sup>1</sup>	Anticipated Expenditures		
				FY 2019	FY 2020	Future
1200356	Emergency Land Management Fund	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
1200357	Database Support	\$ 1,455,000	\$ 1,182,440	\$ 150,000	\$ 120,000	\$ 2,560
1200373	Invertebrate Monitoring - Fairy Shrimp	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
1200374	Biologist	\$ 1,450,000	\$ 1,222,527	\$ 200,000	\$ 27,473	\$ -
1200375	Pro-active Wildfire Planning and Management	\$ 400,000	\$ -	\$ 150,000	\$ 150,000	\$ 100,000
1200376	Vertebrate Monitoring	\$ 5,570,935	\$ 4,723,411	\$ 830,935	\$ 16,589	\$ -
1200377	Invertebrate Monitoring	\$ 818,535	\$ 623,378	\$ 100,000	\$ 80,000	\$ 15,157
Various	Land Management Grants (see next section for specific grants)	\$ 15,763,765	\$ 13,641,122	\$ -	\$ 1,592,460	\$ 530,183
<b>Subtotals - <i>TransNet</i> EMP - Habitat Conservation Fund</b>		<b>\$ 54,038,755</b>	<b>\$ 42,981,078</b>	<b>\$ 6,041,612</b>	<b>\$ 3,271,929</b>	<b>\$ 1,744,136</b>

**Notes:**

<sup>1</sup> Prior year expenditures are calculated based on actual project to date expenditures plus estimated expenditures for the remainder of FY 2019.

## FY 2020 TransNet Environmental Mitigation Program - Land Management Grant Program

SANDAG has established a Competitive Land Management Grant Program. This program is a component of the *TransNet* Environmental Mitigation Program's Habitat Conservation Fund (1200300) shown in the *TransNet* Early Action Projects as part of Chapter 9. The grants are awarded to land managers to assist with regional management and monitoring needs to promote regional habitat conservation and reduce the potential for listing for future species as endangered by the federal and state wildlife agencies. Since 2006, 117 grants totaling approximately \$16.6 million have been awarded as follows:

30 Active Contracts						Anticipated Expenditures		
FY	Contract Number	Project Number	Grantee	Project	Grant Amount	Prior <sup>1</sup>	FY 2020	FY 2021
2015	5004731	1201305	City of Chula Vista	Otay River Valley and Salt Creek Cactus Wren 3	189,836	189,836	-	-
2015	5004736	1201302	United States Fish and Wildlife Service	Mother Miguel Mountain	21,454	21,454	-	-
2017	5004942	1201307	County of San Diego- Department of Parks and Recreation	Quino Habitat Restoration	44,000	44,000	-	-
2017	5004947	1201312	Chaparral Lands Conservancy	Crest Canyon Veldt Grass	49,991	49,991	-	-
2017	5004949	1201314	San Elijo Lagoon Conservancy	Veldt Grass Removal	49,003	49,003	-	-
2017	5004951	1201316	San Diego Audubon Society	Silverwood Wildlife Sanctuary	36,301	34,301	2,000	-
2017	5004953	1201318	Zoological Society of San Diego dba San Diego Zoo Global	Native Seed Bank	492,396	300,000	192,396	-
2017	5004954	1201319	Chaparral Lands Conservancy	Otay Mesa Rare Plants	141,319	35,000	80,000	26,319
2017	5004955	1201320	Chaparral Lands Conservancy	Proctor Valley Vernal Pools and Uplands	393,864	100,000	185,000	108,864
2017	5004956	1201321	San Elijo Lagoon Conservancy	North County Dunes 2	197,799	80,000	117,799	-
2017	5004957	1201322	Mission Trails Regional Park Foundation	San Diego Thornmint Restoration	72,265	35,000	37,265	-
2019	5005501	1201323	Navajo Canyon	City of San Diego	80,000	30,000	50,000	-
2019	5005502	1201324	Florida Canyon	City of San Diego	43,957	25,000	18,957	-
2019	5005503	1201325	Elfin Forest	The Escondido Creek Conservancy	79,853	35,000	44,853	-
2019	5005504	1201326	Otay Mesa Open Space	City of San Diego	80,000	30,000	50,000	-
2019	5005505	1201327	D Street	Port of San Diego	75,400	30,000	45,400	-

## FY 2020 TransNet Environmental Mitigation Program - Land Management Grant Program

30 Active Contracts						Anticipated Expenditures		
FY	Contract Number	Project Number	Grantee	Project	Grant Amount	Prior <sup>1</sup>	FY 2020	FY 2021
2019	5005506	1201328	Cabrillo	National Parks Service	25,000	10,000	15,000	-
2019	5005507	1201329	Ramona Grasslands	County of San Diego	80,000	30,000	50,000	-
2019	5005508	1201330	Rice Canyon Invasive Removal	City of Chula Vista	36,500	20,000	16,500	-
2019	5005509	1201331	Wright's Field	Back County Land Trust	61,000	26,000	35,000	-
2019	5005510	1201332	Boulder Creek	San Diego River Park Foundation	47,326	22,000	25,326	-
2019	5005511	1201333	Rare Plants 2	The Chaparral Lands Conservancy	79,998	20,000	59,998	-
2019	5005512	1201334	Silverwood-Anstine	San Diego Audubon Society	34,311	18,000	16,311	-
2019	5005513	1201335	Veldt Grass 2	San Elijo Lagoon Conservancy	76,655	30,000	46,655	-
2019	5005514	1201336	Invasive Species Management	Mission Resource Conservation District	379,500	75,000	175,000	129,500
2019	5005515	1201337	San Pasqual Cactus Wren	City of San Diego	200,000	40,000	80,000	80,000
2019	5005516	1201338	Lower Otay Reservoir	City of San Diego	243,142	60,000	100,000	83,142
2019	5005517	1201339	Burrowing Owl	San Diego Zoo Global	50,000	26,000	24,000	-
2019	5005518	1201340	Mission Bay Park	San Diego Audubon Society	195,333	65,000	65,000	65,333
2019	5005519	1201341	Stinknet Removal	San Diego Zoo Global	132,025	35,000	60,000	37,025
<b>Totals - Active Grants</b>					<b>\$ 3,688,228</b>	<b>\$ 1,565,585</b>	<b>\$ 1,592,460</b>	<b>\$ 530,183</b>
<b>Subtotals - 87 Grants completed prior to FY 2019</b>					<b>\$ 12,075,537</b>	<b>\$ 12,075,537</b>		
<b>Grand Total- TransNet Land Management Grant Program</b>					<b>\$ 15,763,765</b>	<b>\$ 13,641,122</b>	<b>\$ 1,592,460</b>	<b>\$ 530,183</b>

**Notes:**

<sup>1</sup> Prior year expenditures are calculated based on actual project to date expenditures plus estimated expenditures for the remainder of FY 2019. Prior expenditures from completed projects are actual project costs. Any grant balance remaining is used for future call for projects in the *TransNet* Environmental Mitigation Land Management Grant Program.

### FY 2020 *TransNet* New Major Corridor Transit Operations Program

The *TransNet* Extension Ordinance includes funding to pay for the operations, maintenance, and support of those transit services described in the *TransNet* Transit Capital Improvement Program.

Project Number	Project Name	Revenue/Expense Category	Actuals Through FY 2018	Estimated FY 2019	FY 2020	Projected FY 2021	FY 2022	Total FY 2009 - FY 2022
1139601	I-15 <i>Rapid</i> Operations and Maintenance	Operating Costs <sup>1</sup>	32,039,812	9,383,950	9,665,468	9,955,432	10,254,095	71,298,756
		Administration Costs <sup>2</sup>	310,543	55,323	56,983	58,692	60,453	541,994
		Intelligent Transportation Systems <sup>3</sup>	188,781	4,865	5,011	5,161	5,316	209,134
		Professional Services <sup>4</sup>	45,618	12,308	12,677	13,057	13,449	97,109
		Farebox Revenues <sup>6</sup>	(5,229,406)	(1,293,297)	(1,332,096)	(1,372,059)	(1,413,221)	(10,640,080)
		<i>TransNet</i> Subsidy <sup>7</sup>	\$ 27,355,348	\$ 8,163,148	\$ 8,408,042	\$ 8,660,283	\$ 8,920,092	\$ 61,506,913
1139602	<i>SuperLoop</i> Operations and Maintenance	Operating Costs <sup>1</sup>	36,794,773	4,562,940	4,699,828	4,840,823	4,986,047	55,884,410
		Administration Costs <sup>2</sup>	55,311	7,312	7,531	7,757	7,990	85,901
		Intelligent Transportation Systems <sup>3</sup>	137,012	3,243	3,341	3,441	3,544	150,580
		Professional Services <sup>4</sup>	5,921	756	779	802	826	9,085
		Farebox Revenues <sup>6</sup>	(16,353,991)	(2,355,250)	(2,425,908)	(2,498,685)	(2,573,645)	(26,207,479)
		<i>TransNet</i> Subsidy <sup>7</sup>	\$ 20,639,025	\$ 2,219,001	\$ 2,285,571	\$ 2,354,138	\$ 2,424,762	\$ 29,922,497
1139603	Mid-City <i>Rapid</i> Bus Operations and Maintenance	Operating Costs <sup>1</sup>	20,602,449	6,109,775	6,293,068	6,481,860	6,676,316	46,163,469
		Administration Costs <sup>2</sup>	46,178	12,040	12,401	12,773	13,156	96,548
		Intelligent Transportation Systems <sup>3</sup>	98,388	8,108	8,351	8,602	8,860	132,309
		Professional Services <sup>4</sup>	75,827	22,339	23,009	23,699	24,410	169,283
		Maintenance of Effort <sup>5</sup>	(8,299,480)	(2,213,195)	(2,213,195)	(2,213,195)	(2,213,195)	(17,152,259)
		Farebox Revenues <sup>6</sup>	\$ (6,713,232)	\$ (1,586,278)	\$ (1,633,866)	\$ (1,682,882)	\$ (1,733,368)	\$ (13,349,626)
		<i>TransNet</i> Subsidy <sup>7</sup>	\$ 5,810,130	\$ 2,352,789	\$ 2,489,769	\$ 2,630,858	\$ 2,776,179	\$ 16,059,724
1139604	South Bay <i>Rapid</i> Operations and Maintenance	Operating Costs <sup>1</sup>	51,268	2,910,764	6,527,607	6,723,435	6,925,138	23,138,212
		Administration Costs <sup>2</sup>	2,801	4,605	10,328	10,638	10,957	39,329
		Intelligent Transportation Systems <sup>3</sup>	89,911	23,286	52,220	53,786	55,400	274,603
		Professional Services <sup>4</sup>	14,801	59,973	134,493	138,528	142,684	490,478
		Farebox Revenues <sup>6</sup>	-	(599,726)	(1,344,929)	(1,385,277)	(1,385,028)	(4,714,960)
		<i>TransNet</i> Subsidy <sup>7</sup>	\$ 158,782	\$ 2,398,902	\$ 5,379,718	\$ 5,541,109	\$ 5,749,151	\$ 19,227,662

**FY 2020 TransNet New Major Corridor Transit Operations Program**

Project Number	Project Name	Revenue/Expense Category	Actuals Through FY 2018		Estimated FY 2019		FY 2020	Projected FY 2021		FY 2022	Total FY 2009 - FY 2022			
1139606	Mid-Coast LRT Operations and Maintenance	Operating Costs <sup>1</sup>		-		-		-		-	15,405,608	15,405,608		
		Administration Costs <sup>2</sup>		-		-		-		-	30,873	30,873		
		Intelligent Transportation Systems <sup>3</sup>		-		-		-		-	-	-		
		Professional Services <sup>4</sup>		-		-		-		-	-	-		
		Farebox Revenues <sup>6</sup>		-		-		-		-	(6,328,957)	(6,328,957)		
		<i>TransNet Subsidy</i> <sup>7</sup>	\$	-	\$	-	\$	-	\$	-	\$	9,107,524	\$	9,107,524
1139607	Mira Mesa <i>Rapid</i> Operations and Maintenance	Operating Costs <sup>1</sup>		6,468,375		1,557,556		1,604,283		1,652,411		1,701,984		12,984,609
		Administration Costs <sup>2</sup>		46,227		8,718		8,979		9,249		9,526		82,699
		Intelligent Transportation Systems <sup>3</sup>		106,559		8,108		8,351		8,602		8,860		140,481
		Professional Services <sup>4</sup>		36,211		9,910		10,208		10,514		10,829		77,673
		Farebox Revenues <sup>6</sup>		(876,983)		(239,593)		(246,780)		(254,184)		(261,809)		(1,879,349)
		<i>TransNet Subsidy</i> <sup>7</sup>	\$	5,780,389	\$	1,344,700	\$	1,385,041	\$	1,426,592	\$	1,469,390	\$	11,406,113
1139608	COASTER Operations and Maintenance	Operating Costs <sup>1</sup>		-		-		-		8,629,410		8,888,292		17,517,702
		Administration Costs <sup>2</sup>		-		-		-		17,293		17,812		35,106
		Intelligent Transportation Systems <sup>3</sup>		-		-		-		-		-		-
		Professional Services <sup>4</sup>		-		-		-		-		-		-
		Farebox Revenues <sup>6</sup>		-		-		-		(2,161,676)		(2,226,526)		(4,388,202)
		<i>TransNet Subsidy</i> <sup>7</sup>	\$	-	\$	-	\$	-	\$	6,485,027	\$	6,679,578	\$	13,164,606
Total Program		Operating Costs <sup>1</sup>	\$	95,956,677	\$	24,524,984	\$	28,790,254	\$	38,283,371	\$	39,431,872	\$	226,987,159
		Administration Costs <sup>2</sup>	\$	461,060	\$	87,998	\$	96,222	\$	116,402	\$	119,894	\$	881,577
		Intelligent Transportation Systems <sup>3</sup>	\$	620,651	\$	47,610	\$	77,274	\$	79,592	\$	81,980	\$	907,107
		Professional Services <sup>4</sup>	\$	178,378	\$	105,285	\$	181,165	\$	186,600	\$	192,198	\$	843,627
		Maintenance of Effort <sup>5</sup>	\$	(8,299,480)	\$	(2,213,195)	\$	(2,213,195)	\$	(2,213,195)	\$	(2,213,195)	\$	(17,152,259)
		Farebox Revenues <sup>6</sup>	\$	(29,173,612)	\$	(6,074,143)	\$	(6,983,580)	\$	(9,354,763)	\$	(9,593,598)	\$	(61,179,696)
		<i>TransNet Subsidy</i> <sup>7</sup>	\$	59,743,674	\$	16,478,540	\$	19,948,141	\$	27,098,008	\$	28,019,152	\$	151,287,515

**Notes:**

<sup>1</sup> Operating Costs include those costs passed on to Metropolitan Transit System (MTS)/NCTD for Operations and Maintenance Costs, which include: station and right-of-way maintenance, security, and utilities.

<sup>2</sup> Administration Costs include the staff costs to monitor and administer the services, as well as added paratransit costs for newly served areas.

<sup>3</sup> Intelligent Transportation Systems include those costs to maintain and monitor traffic signal priority, real time information, variable message signs, etc.

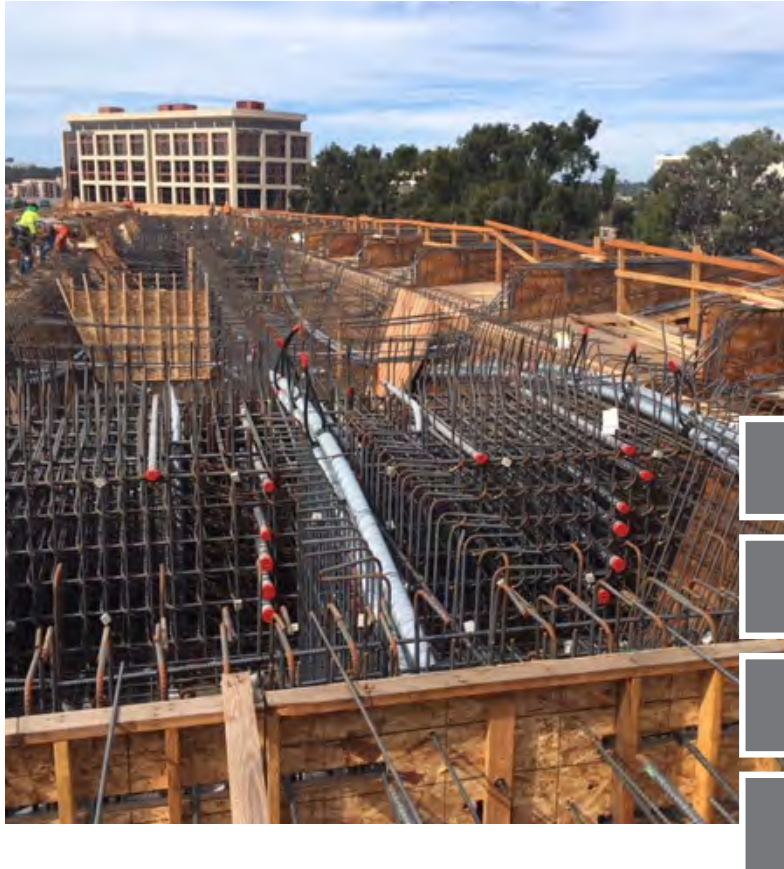
<sup>4</sup> Professional Services includes those costs to promote and evaluate the service, including marketing and passenger surveys, etc.

<sup>5</sup> Mid-City *Rapid* Bus' Operating Net Costs are the costs to operate Mid-City minus the "Maintenance of Effort" requirement from previous Route 15 operated in the same corridor by MTS.

<sup>6</sup> Farebox Revenues are those fares collected from passengers by the transit agencies.

<sup>7</sup> *TransNet Subsidy* = Operating costs + Administration costs + Intelligent Transportation Systems + Professional Services - Maintenance of Effort - Farebox Revenues.

## Chapter 9



## Capital Budget

## Overview

This chapter includes a summary of regionally significant capital projects and applicable funds. With the *TransNet* Extension Ordinance passed by county voters in November 2004, SANDAG continues to partner with Caltrans, the transit operators, and local jurisdictions to implement major transit, highway, and bikeway projects throughout the San Diego region. This chapter is divided into five sections: (1) *TransNet* Program of Projects, which includes the current budgets for the projects approved as part of the *TransNet* Extension; (2) TCIF/Goods Movement Program; (3) Regional Bikeway Program; (4) Major Capital Projects, which identifies other regionally significant capital investments over \$1 million; (5) Minor Capital Projects, which identifies other capital projects less than \$1 million; (6) Projects Pending Closeout, which identifies projects that are substantially complete; and (7) Projects Completed Through A Major Milestone, which identifies projects that require additional funding to move into the next phase.

### Table of Contents

#### 9 Capital Budget

Capital Budget Funding.....	9-3
Capital Budget Notes.....	9-6
Capital Program Expenditures.....	9-7

##### 9.1 *TransNet* Program of Projects

1200100 <i>TransNet</i> Project Office.....	9.1-1
1200200 Project Biological Mitigation Fund.....	9.1-2
1200300 Regional Habitat Conservation Fund.....	9.1-3
1041502 <i>SuperLoop</i> .....	9.1-4
1257001 Mid-Coast Light Rail Transit (LRT).....	9.1-5
1200501 I-5 North Coast: 4 Express Lanes.....	9.1-6
1200504 I-5 HOV: Manchester Avenue to Palomar Airport Road.....	9.1-7
1200506 I-5/Genesee Interchange and Widening.....	9.1-8
1200507 I-5/Voigt Drive Improvements.....	9.1-10
1200508 I-5/Gilman Drive Bridge.....	9.1-11
1200509 I-5 HOV: San Elijo Bridge Replacement.....	9.1-12
1200510 I-5 HOV: Carlsbad.....	9.1-13
1200512 I-5 Genesee Aux Lane.....	9.1-14
1200513 SR 56 Auxiliary Lanes.....	9.1-15
1201504 I-15 <i>FasTrak</i> ®.....	9.1-16
1201507 SR 15 BRT: Mid-City Centerline Stations.....	9.1-17
1201511 Mira Mesa Blvd BRT Priority Treatments.....	9.1-18
1201514 Downtown Multiuse and Bus Stopover Facility.....	9.1-19
1201515 Clairemont Mesa Blvd BRT Stations.....	9.1-20
1207602 SR 67 Middle.....	9.1-21
1207606 SR 67 East.....	9.1-22
1207802 I-15/SR 78 HOV Connectors.....	9.1-23
1210030 Blue Line Station Rehab.....	9.1-24

1210040 Orange and Blue Line Traction Power Substations.....	9.1-25
1212501 SR 94/SR 125 South to East Connector.....	9.1-26
1239801 Sorrento to Miramar Phase 1.....	9.1-27
1239803 Oceanside Station Pass-Through Track.....	9.1-28
1239805 Poinsettia Station Improvements.....	9.1-29
1239806 San Elijo Lagoon Double Track.....	9.1-30
1239807 Sorrento Valley Double Track.....	9.1-31
1239809 Eastbrook to Shell Double Track.....	9.1-32
1239810 Carlsbad Village Double Track.....	9.1-33
1239811 Elvira to Morena Double Track.....	9.1-34
1239812 Sorrento to Miramar Phase 2.....	9.1-35
1239813 San Dieguito Lagoon Double Track and Platform.....	9.1-36
1239814 COASTER Preliminary Engineering.....	9.1-37
1239815 San Diego River Bridge.....	9.1-38
1239816 Batiquitos Lagoon Double Track .....	9.1-39
1239817 Chesterfield Drive Crossing Improvements.....	9.1-40
1239819 Carlsbad Village Double Track Trench.....	9.1-41
1240001 Mid-City <i>Rapid</i> Bus.....	9.1-42
1280504 South Bay BRT.....	9.1-43
1280505 I-805 HOV/Carroll Canyon Direct Access Ramp.....	9.1-44
1280508 SR 94 2HOV Lanes: I-805 to Downtown.....	9.1-45
1280510 I-805 South: 2HOV and Direct Access Ramp.....	9.1-46
1280511 I-805 North: 2 HOV Lanes.....	9.1-47
1280513 I-805/SR 94 Bus on Shoulder Demonstration Project.....	9.1-48
1280515 I-805 South Soundwalls.....	9.1-49
1280516 I-805 North Auxiliary Lanes.....	9.1-50



## **9.2 TCIF/Goods Movement Program**

1201101	SR 11 and Otay Mesa East Port of Entry.....	9.2-1
1201103	SR 11 and Otay Mesa East Port of Entry: Segment 2A and SR 905/125/11 Southbound Connectors.....	9.2-2
1300601	San Ysidro Intermodal Freight Facility.....	9.2-3
1300602	South Line Rail Freight Capacity.....	9.2-4
1390506	SR 125/905 Southbound to Westbound Connector.....	9.2-5

## **9.3 Regional Bikeway Program**

1129900	Bayshore Bikeway: 8B Main Street to Palomar.....	9.3-1
1223014	SR 15 Commuter Bike Facility.....	9.3-2
1223016	Coastal Rail Trail San Diego: Rose Creek.....	9.3-3
1223017	Coastal Rail Trail Encinitas: E Street to Chesterfield Drive.....	9.3-4
1223020	North Park/Mid-City Bikeways: Robinson Bikeway.....	9.3-5
1223022	Uptown Bikeways: Fourth and Fifth Avenue Bikeways.....	9.3-6
1223023	Inland Rail Trail.....	9.3-7
1223052	San Diego River Trail: Stadium Segment.....	9.3-8
1223053	San Diego River Trail: Carlton Oaks Segment.....	9.3-9
1223054	Central Avenue Bikeway.....	9.3-10
1223055	Bayshore Bikeway: Barrio Logan.....	9.3-11
1223056	Border to Bayshore Bikeway.....	9.3-12
1223057	Pershing Drive Bikeway.....	9.3-13
1223058	Downtown to Imperial Avenue Bikeway.....	9.3-14
1223078	North Park/Mid-City Bikeways: Landis Bikeway.....	9.3-15
1223079	North Park/Mid-City Bikeways: Howard Bikeway.....	9.3-16
1223080	North Park/Mid-City Bikeways: Monroe Bikeway.....	9.3-17
1223081	North Park/Mid-City Bikeways: University Bikeway.....	9.3-18
1223082	North Park/Mid-City Bikeways: Georgia-Meade Bikeway.....	9.3-19
1223083	Uptown Bikeways: Eastern Hillcrest Bikeways.....	9.3-20
1223084	Uptown Bikeways: Washington Street and Mission Valley Bikeways.....	9.3-21
1223085	Uptown Bikeways: Mission Hills and Old Town Bikeways.....	9.3-22

1223086	Uptown Bikeways: Park Boulevard Bikeway.....	9.3-23
1223087	North Park/Mid-City Bikeways: Orange Bikeway.....	9.3-24

## **9.4 Major Capital Projects**

1128100	Mainline Drainage.....	9.4-1
1129200	OCS Insulator & Catch Cable Replacement.....	9.4-2
1130102	Financial System Upgrade Contract Management System.....	9.4-3
1142300	East Division Maintenance Facility.....	9.4-4
1142500	Centralized Train Control (CTC).....	9.4-5
1142600	Joint Transportation Operations Center (JTOC).....	9.4-6
1144000	Substation Supervisory Control and Data Acquisition (SCADA).....	9.4-7
1145000	Los Peñasquitos Lagoon Bridge Replacement.....	9.4-8
1145300	Rose Canyon Bridge Replacements.....	9.4-9
1145400	San Onofre Bridge Replacements.....	9.4-10
1145500	Airport Connection.....	9.4-11
1146100	Del Mar Bluffs IV.....	9.4-12
1146500	Bridge 257.2 Replacement Project.....	9.4-13
1146600	San Onofre to Pulgas Double Track – Phase 2.....	9.4-14
1146700	UC San Diego Mid-Coast Improvements.....	9.4-15
1146800	Centralized Train Control (CTC) Technology Refresh.....	9.4-16
1400000	Regional Tolling Back Office System.....	9.4-17
1400302	I-15 Managed Lanes Dynamic Signage.....	9.4-18
1400401	SR 125 Pavement Overlay.....	9.4-19
1400402	Roadway Toll Collection System.....	9.4-20
1400405	SR 125 Ramps Overlay.....	9.4-21

## **9.5 Minor Capital Projects**

Minor Capital Projects.....	9.5-1
-----------------------------	-------

## **9.6 Projects Pending Closeout**

Projects Pending Closeout.....	9.6-1
--------------------------------	-------

## **9.7 Projects Completed Through A Major Milestone**

Projects Completed Through A Major Milestone.....	9.7-1
---	-------

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	5307	5309¹	5339	Cap & Trade	STIP	SB1	Prop 1B	TransNet	TDA	Other²	NOTES
<b>TransNet Program of Projects</b>																
<b>1200100</b>	<b>TransNet Project Office</b>	36,887	36,887	3,800	33,087								36,887		L20	
<b>1200200</b>	<b>Project Biological Mitigation Fund</b>	458,000	458,000	321,762	136,238								457,547		453 F14, L16	
<b>1200300</b>	<b>Regional Habitat Conservation Fund</b>	77,960	77,960	41,131	36,829								77,617		343 L5, S5	
<b>1041500</b>	<b>Mid-Coast Corridor</b>															
1041502	SuperLoop	36,071	36,071	36,061	10		617						34,732		722 L3	
1257001	Mid-Coast Light Rail Transit (LRT)	2,171,201	2,171,201	1,247,212	923,989		1,043,509						1,127,692			
<b>1200500</b>	<b>I-5 Corridor</b>															
1200501	I-5 North Coast: 4 Express Lanes	74,786	74,786	74,655	131					10,189			29,187		35,410 F6, F7, F9, F10	
1200504	I-5 HOV: Manchester Avenue to Palomar Airport Road	405,363	405,363	117,646	287,717					71,078	195,000		75,220		64,065 F1,F7, F8, S2	
1200506	I-5/Genesee Interchange and Widening	119,154	119,154	112,863	6,291							8,000	19,672		91,482 F7, F8, L4, L11, S2	
1200507	I-5/Voigt Drive Improvements	29,380	29,380	6,504	22,876						4,130		21,370		3,880 L3	
1200508	I-5/Gilman Drive Bridge	24,607	24,607	21,292	3,315								15,000		9,607 L3	
1200509	I-5 HOV: San Elijo Bridge Replacement	338,162	338,162	186,775	151,387					59,382			56,467		222,313 F1, F7	
1200510	I-5 HOV: Carlsbad	127,641	127,641	3,716	123,925					89,063			6,277		32,301 F1, F7, S2	
1200512	I-5/Genesee Auxiliary Lane	7,249	7,249	1,299	5,950										7,249 S2	
1200513	SR 56 Auxiliary Lanes	5,444	5,444	157	5,287										4,053 F8	
<b>1201500</b>	<b>I-15 Corridor</b>															
1201504	I-15 FasTrak®	26,992	26,992	26,972	20								26,127		865 L5, S7, S8	
1201507	SR 15 BRT: Mid-City Centerline Stations	63,844	63,844	63,182	662	23,150							40,694			
1201511	Mira Mesa Blvd BRT Priority Treatments	3,972	3,972	3,409	563								3,972			
1201514	Downtown Multiuse and Bus Stopover Facility	45,975	45,975	18,282	27,693								45,975			
1201515	Clairemont Mesa Blvd BRT Stations	13,774	1,774	1,665	109								1,774			
<b>1207600</b>	<b>SR 76 Corridor</b>															
1207602	SR 76 Middle	166,321	166,321	165,752	569								57,953		108,368 F7, F8, F9, F16, L8, L10, L15, S2	
1207606	SR 76 East	202,499	202,499	198,392	4,107							27,387	54,329		120,783 F2, F7, L5, L11, L15	
<b>1207800</b>	<b>SR 78 Corridor</b>															
1207802	I-15/SR 78 HOV Connectors	7,937	7,937	1,119	6,818					7,000			937			
<b>1210000</b>	<b>Blue &amp; Orange Line Improvements</b>															
1210030	Blue Line Station Rehab	132,985	132,985	132,895	90	5,366	335					30,990	32,980		63,314 F12, L1, L9, S11	
1210040	Orange and Blue Line Traction Power Substations	30,175	30,175	29,810	365	2,432						4,658	15,759		7,326 L9	
<b>1212500</b>	<b>SR 125 Corridor</b>															
1212501	SR 94/SR 125 South to East Connector	16,240	16,240	8,213	8,027					7,948			1,914		6,378 S6, S9	
<b>1230000</b>	<b>Coastal Corridor</b>															
1239801	Sorrento to Miramar Phase 1	45,411	45,411	45,222	189					3,200		10,800	31,411			
1239803	Oceanside Station Pass-Through Track	28,328	28,328	28,293	35	945		2,721					20,953		3,709 F16, L6, L8	
1239805	Poinsettia Station Improvements	33,748	33,748	24,967	8,781	10,956		2,600	4,017				16,175			
1239806	San Elijo Lagoon Double Track	79,049	79,049	75,115	3,934	9,413				40,000		4,343	25,293			
1239807	Sorrento Valley Double Track	32,989	32,989	32,944	45	16,728						12,055	3,900		306 L5	
1239809	Eastbrook to Shell Double Track	10,526	10,526	7,541	2,985						2,000		5,000		3,526 F5	
1239810	Carlsbad Village Double Track	3,580	3,580	3,344	236								3,200		380 F5	
1239811	Elvira to Morena Double Track	189,125	189,125	174,147	14,978	54,566			61,983				42,111		30,465 F5, L4, S9	
1239812	Sorrento to Miramar Phase 2	29,440	29,440	8,923	20,517					2,000	12,220		12,118		3,102 F5	
1239813	San Dieguito Lagoon Double Track and Platform	16,445	16,445	12,060	4,385						3,500		6,240		6,705 F5	
1239814	COASTER Preliminary Engineering	1,222	1,222	1,022	200								1,222			
1239815	San Diego River Bridge	93,866	93,866	87,706	6,160	79,099							14,767			
1239816	Batiquitos Lagoon Double Track	14,853	14,853	10,533	4,320	5,000					1,250		8,603			
1239817	Chesterfield Drive Crossing Improvements	6,809	6,809	6,127	682								4,572		2,237 F5	
1239819	Carlsbad Village Double Track Trench	369	369	185	184										369 L18	
<b>1240000</b>	<b>Mid-City Rapid Bus</b>															
1240001	Mid-City Rapid Bus	44,526	44,526	43,858	668	320	22,379						21,827			
<b>1280500</b>	<b>I-805 Corridor</b>															
1280504	South Bay BRT	123,672	123,672	118,675	4,997	545	1,827		11,376				102,260		7,664 L1, L5, L12, L14	
1280505	I-805 HOV/Carroll Canyon Direct Access Ramp	95,443	95,443	95,392	51								32,133		63,310 F16, L4, L5	
1280508	SR 94 2HOV Lanes: I-805 to Downtown	22,100	22,100	21,303	797								12,100		10,000 S9	
1280510	I-805 South: 2HOV and Direct Access Ramp	182,043	182,043	178,727	3,316							56,763	122,275		3,005 F7, F10, L7, L12, S2	
1280511	I-805 North: 2HOV Lanes	114,965	114,965	111,816	3,149							41,996	11,099		61,870 F1	
1280513	I-805 /SR 94 Bus on Shoulder Demonstration Project	30,900	30,900	19,382	11,518		14,084						16,816			
1280515	I-805 South Soundwalls	64,243	64,243	35,504	28,739								7,942		56,301 F7, S2	
1280516	I-805 North Auxiliary Lanes	4,242	4,242	0	4,242					4,200			42			
<b>Total TransNet Program of Projects</b>		<b>5,853,626</b>	<b>5,841,626</b>	<b>3,963,550</b>	<b>1,878,076</b>	<b>208,520</b>	<b>1,082,751</b>	<b>5,321</b>	<b>77,376</b>	<b>294,060</b>	<b>218,100</b>	<b>196,992</b>	<b>2,726,645</b>	<b>0</b>	<b>1,031,861</b>	

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	5307	5309¹	5339	Cap & Trade	STIP	SB1	Prop 1B	TransNet	TDA	Other²	NOTES
<b>TCIF/Goods Movement</b>																
1201101	SR 11 and Otay Mesa East Port of Entry	536,372	174,436	129,056	45,380					109	42,168		12,831		119,328	F6, F11
1201103	SR 11 and Otay Mesa East Port of Entry: Segment 2A Construction and SR 905/125/11 Southbound Connectors Construction	132,047	132,047	2,759	129,288							7,825			124,222	F6, F15, L14, S2
1300601	San Ysidro Intermodal Freight Facility	40,860	40,860	40,542	318							25,900	5,312		9,648	F6, F8, L5
1300602	South Line Rail Freight Capacity	47,493	47,493	47,426	67							39,533	7,960			
1390506	SR 125/905 Southbound to Westbound Connector	36,257	36,257	4,213	32,044						21,980				14,277	F8, L14
<b>Total TCIF/Goods Movement Projects</b>		<b>793,029</b>	<b>431,093</b>	<b>223,996</b>	<b>207,097</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109</b>	<b>64,148</b>	<b>73,258</b>	<b>26,103</b>	<b>0</b>	<b>267,475</b>	
<b>Regional Bikeway Projects</b>																
1129900	Bayshore Bikeway: 88 Main Street to Palomar	4,098	4,098	1,273	2,825					324			3,704		70	L7
1223014	SR 15 Commuter Bike Facility	15,670	15,670	15,518	152								3,285		12,385	F13
1223016	Coastal Rail Trail San Diego: Rose Creek	25,043	25,043	19,044	5,999					400			22,504	2,139		
1223017	Coastal Rail Trail Encinitas: E Street to Chesterfield Drive	9,608	9,608	9,237	371					234			8,099		1,275	L19, S1
1223020	North Park/Mid-City Bikeways: Robinson Bikeway	5,946	5,946	3,584	2,362								3,339	2,607		
1223022	Uptown Bikeways: Fourth and Fifth Avenue Bikeways	23,725	23,725	6,970	16,755								22,475	1,250		
1223023	Inland Rail Trail	63,321	47,345	39,177	8,168					20,034			12,448	6,719	8,144	L13, S1
1223052	San Diego River Trail: Stadium Segment	3,026	3,026	807	2,219								2,858		168	S10
1223053	San Diego River Trail: Carlton Oaks Segment	1,830	1,830	1,215	615								1,498		332	S10
1223054	Central Avenue Bikeway	3,174	3,174	1,001	2,173								3,174			
1223055	Bayshore Bikeway: Barrio Logan	24,675	24,675	3,466	21,209								19,731		4,944	F13
1223056	Border to Bayshore Bikeway	13,366	13,366	2,215	11,151								3,145		10,221	F13
1223057	Pershing Drive Bikeway	18,982	18,982	2,163	16,819								18,982			
1223058	Downtown to Imperial Avenue Bikeway	13,488	13,488	3,454	10,034								9,038		4,450	F13
1223078	North Park/Mid-City Bikeways: Landis Bikeway	1,414	1,414	1,406	8								1,414			
1223079	North Park/Mid-City Bikeways: Howard Bikeway	1,301	1,301	1,155	146								1,301			
1223080	North Park/Mid-City Bikeways: Monroe Bikeway	276	276	192	84								276			
1223081	North Park/Mid-City Bikeways: University Bikeway	17,269	8,708	1,366	7,342				5,872				2,836			
1223082	North Park/Mid-City Bikeways: Georgia-Meade Bikeway	24,029	24,029	2,349	21,680								24,029			
1223083	Uptown Bikeways: Eastern Hillcrest Bikeways	4,844	4,844	2,036	2,808								2,644		2,200	L4
1223084	Uptown Bikeways: Washington Street and Mission Valley Bikeways	2,058	2,058	1,493	565								2,058			
1223085	Uptown Bikeways: Mission Hills and Old Town Bikeways	358	358	32	326								358			
1223086	Uptown Bikeways: Park Boulevard Bikeway	688	688	382	306								688			
1223087	North Park/Mid-City Bikeways: Orange Bikeway	1,435	1,435	415	1,020								1,435			
<b>Total Regional Bikeway Projects</b>		<b>279,624</b>	<b>255,087</b>	<b>119,950</b>	<b>135,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,872</b>	<b>20,992</b>	<b>0</b>	<b>0</b>	<b>171,319</b>	<b>12,715</b>	<b>44,189</b>	
<b>Major Capital Projects</b>																
1128100	Mainline Drainage	6,394	6,394	3,220	3,174	4,907							100	627	760	L9, S4
1129200	OCS Insulator & Catch Cable Replacement	8,775	8,775	7,020	1,755	5,650	339						497	2,289		
1130102	Financial System Upgrade Contract Management System	1,052	1,052	544	508								596	406	50	L14
1142300	East Division Maintenance Facility	7,516	7,516	7,254	262	3,183	902						2,233	953	245	L6, S4
1142500	Centralized Train Control (CTC)	14,632	14,632	14,599	33	5,145							8,017	1,071	399	L9
1142600	Joint Transportation Operations Center (JTOC)	14,518	3,221	888	2,333		1,668								1,553	L14
1144000	Substation Supervisory Control and Data Acquisition (SCADA)	4,998	4,998	4,508	490	2,380							597	906	1,115	L5, S4
1145000	Los Peñasquitos Lagoon Bridge Replacement	46,162	45,536	45,485	51	12,672							4,898	2,404	25,562	L6, F3
1145300	Rose Canyon Bridge Replacements	14,545	77	50	27	40							22	15		
1145400	San Onofre Bridge Replacements	13,641	62	60	2	48							2	12		
1145500	Airport Connection	1,789	1,789	1,099	690								1,789			
1146100	Del Mar Bluffs IV	3,257	3,257	1,141	2,116	800				2,000				200	257	L6
1146500	Bridge 257.2 Replacement Project	5,467	4,774	774	4,000	3,636								389	749	L6
1146600	San Onofre to Pulgas Double Track - Phase 2	27,218	1,177	96	1,081							1,177				
1146700	UC San Diego Mid-Coast Improvements	3,030	3,030	2,721	309										3,030	L3
1146800	CTC Technology Refresh	1,702	1,702	1,060	642										1,702	L9
1400000	Regional Tolling Back Office System	16,105	16,105	7,061	9,044										16,105	L14, L17
1400302	I-15 Managed Lanes Dynamic Signage	1,470	1,470	1,402	68										1,470	L17
1400401	SR 125 Pavement Overlay	7,944	7,944	7,713	231										7,944	L14
1400402	Roadway Toll Collection System	46,234	38,634	16,281	22,353										38,634	L14, L17
1400405	SR 125 Ramps Overlay	14,550	14,550	1,000	13,550										14,550	L14
<b>Total Major Capital Projects</b>		<b>260,999</b>	<b>186,695</b>	<b>123,976</b>	<b>62,719</b>	<b>38,461</b>	<b>2,909</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>1,177</b>	<b>18,751</b>	<b>9,272</b>	<b>114,125</b>	

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	5307	5309 <sup>1</sup>	5339	Cap & Trade	STIP	SB1	Prop 1B	TransNet	TDA	Other <sup>2</sup>	NOTES
<b>Minor Capital Projects</b>																
1128400	Document Control	300	300	205	95	160								40	100	S4
1130100	Financial System Upgrades	692	692	580	112									692		
1130101	Financial System Upgrades - Small Business System	547	547	327	220									547		
1130800	Invoice Management and Document Control System	300	300	38	262								100	100	100	L14
1131300	NCTD Bus Wash Replacement - West Division	721	721	90	631										721	L6
1131400	Light Rail Vehicle (LRV) Procurement Support	150	150	30	120										150	L9
1144800	Regional Arterial Detection Deployment - Phase 1	719	719	185	534								719			
1144900	North Green Beach Bridge Replacement	478	478	477	1	381								75	22	L6
<b>Total Minor Capital Projects</b>		<b>3,907</b>	<b>3,907</b>	<b>1,932</b>	<b>1,975</b>	<b>541</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>819</b>	<b>1,454</b>	<b>1,093</b>	
<b>Total Active Projects (TransNet Program of Projects, Goods Movement, Regional Bikeway, Major Capital, and Minor Capital Projects)</b>		<b>7,191,185</b>	<b>6,718,408</b>	<b>4,433,404</b>	<b>2,285,004</b>	<b>247,522</b>	<b>1,085,660</b>	<b>5,321</b>	<b>83,248</b>	<b>317,161</b>	<b>282,248</b>	<b>271,427</b>	<b>2,943,637</b>	<b>23,441</b>	<b>1,458,743</b>	
<b>Projects Pending Closeout</b>																
1049600	East County Bus Maintenance Facility	45,625	45,625	45,620	5	11,462	3,262	7,285						3,563	20,053	L9, S4
1143200	University Towne Center (UTC) Transit Center	5,700	5,700	5,693	7								5,700			
1143700	Bayshore Bikeway: Segments 4 & 5	6,482	6,482	6,352	130					1,060			2,922		2,500	S10
1200502	I-5 HOV Extension & Lomas Santa Fe Interchange	67,720	67,720	67,641	79							24,500	21,016		22,204	S2, S3, S9
1200503	I-5/SR 56 Interchange	12,513	12,513	12,512	1								463		12,050	F6, F8, F9, F10, L4, S2
1201102	SR 11 and Otay Mesa East Port of Entry: Segment 1 Construction	66,330	66,330	66,329	1							66,330				
1201501	I-15 Express Lanes South Segment	331,022	331,022	330,632	390					10,000		263,170	43,380		14,472	F1, L4, L11
1201502	I-15 Express Lanes Middle Segment	466,269	466,269	464,881	1,388					243,400			34,175		188,694	F1, F7, F8, S2, S9, L5
1201503	I-15 Express Lanes North Segment	185,479	185,479	182,970	2,509					5,000			42,130		138,349	F1, F7, S2
1201506	I-15 Mira Mesa Direct Access Ramp - Bus Rapid Transit Station	55,589	55,589	55,372	217							25,802	28,095		1,692	F1, L4
1201509	Downtown BRT Stations	20,844	20,844	20,808	36								20,844			
1201510	SR 78 Nordahl Road Interchange	24,220	24,220	23,392	828								16,964		7,256	F4, F7, F8, S2
1201513	South Bay BRT Maintenance Facility	60,029	60,029	60,028	1	8,846		3,122					30,936	2,217	14,908	L5, L9, S4
1205203	SR 52 Extension	460,509	460,509	456,134	4,375					229,601			111,474		119,434	F4, F7, F8, L2, S2, S9
1390501	SR 905: I-805 to Britannia Boulevard	85,774	85,774	85,355	419								1,582		84,192	F8, F9, S2, L4
<b>Total Projects Pending Closeout</b>		<b>1,894,105</b>	<b>1,894,105</b>	<b>1,883,719</b>	<b>10,386</b>	<b>20,308</b>	<b>3,262</b>	<b>10,407</b>	<b>0</b>	<b>489,061</b>	<b>0</b>	<b>379,802</b>	<b>359,681</b>	<b>5,780</b>	<b>625,804</b>	
<b>Total All Capital Projects</b>		<b>9,085,290</b>	<b>8,612,513</b>	<b>6,317,123</b>	<b>2,295,390</b>	<b>267,830</b>	<b>1,088,922</b>	<b>15,728</b>	<b>83,248</b>	<b>806,222</b>	<b>282,248</b>	<b>651,229</b>	<b>3,303,318</b>	<b>29,221</b>	<b>2,084,547</b>	

**Notes:**

<sup>1</sup> Federal Transit Administration Section 5309 includes the Full Funding Grant Agreement on Mid-Coast Project No. 1257001

<sup>2</sup> See FY 2020 Capital Budget Notes for explanations of Federal, State, and Local Other Column

### **Federal Other:**

- (F1) Congestion Mitigation and Air Quality (CMAQ)
- (F2) Federal Highway Administration (FHWA)
- (F3) Federal TIGER (Transportation Investment Generating Economic Recovery)
- (F4) Transportation, Community, and System Preservation Program (TCSP)
- (F5) Federal Railroad Administration Passenger Rail Investment and Improvement Act of 2008 (FRA PRIIA)
- (F6) Coordinated Border Infrastructure (CBI)
- (F7) Regional Surface Transportation Program (RSTP)
- (F8) Federal High Priority Project Demonstration (HPP) (DEMO)
- (F9) Surface Transportation Program (STP)
- (F10) Interstate Maintenance (IM)
- (F11) Intelligent Transportation Systems (ITS)
- (F12) Homeland Security
- (F13) Federal Active Transportation Program (ATP)
- (F14) U.S. Fish and Wildlife Service
- (F15) Fostering Advancements In Shipping and Transportation for the Long-Term Achievement of National Efficiencies (FASTLANE)
- (F16) American Recovery and Reinvestment Act (ARRA)

### **State Other:**

- (S1) State Active Transportation Program - Regional (ATP-R)
- (S2) Caltrans (includes SHOPP, G-12, State oversight, environmental support, and Caltrans PTA)
- (S3) Corridor Mobility Improvement Account (CMIA)
- (S4) State Transit Assistance (STA)
- (S5) Department of Fish and Game
- (S6) State Highway Account (SHA)
- (S7) Freeway Service Patrol (FSP)
- (S8) State Value Pricing
- (S9) Traffic Congestion Relief Program (TCRP)
- (S10) Coastal Conservancy
- (S11) Proposition 1A

### **Local Other:**

- (L1) City of Chula Vista
- (L2) City of Santee
- (L3) UC San Diego
- (L4) City of San Diego
- (L5) Miscellaneous Project Revenue
- (L6) North County Transit District (NCTD)
- (L7) County of San Diego
- (L8) City of Oceanside
- (L9) Metropolitan Transit System (MTS)
- (L10) Vista Unified School District
- (L11) Private Development
- (L12) Otay Water District
- (L13) Bicycle Transportation Account (BTA)
- (L14) SR 125 Toll Revenues
- (L15) Rainbow Water District
- (L16) Buena Vista Lagoon Foundation
- (L17) I-15 *FasTrak*® Revenue
- (L18) City of Carlsbad
- (L19) City of Encinitas
- (L20) Allocated to program projects. Budget amounts are shown for illustrative purposes only and are not included in totals of capital budget tables.

Project No.	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>TransNet Program of Projects</b>															
<b>1200100</b>	<b>TransNet Project Office</b>	36,887	36,887	3,800	33,087	3,800	3,700	3,700	3,700	3,700	3,700	3,687	3,600	3,500	36,887
<b>1200200</b>	<b>Project Biological Mitigation Fund</b>	458,000	458,000	321,762	136,238	62,392	31,802	17,540	15,329	8,543	576	56			458,000
<b>1200300</b>	<b>Regional Habitat Conservation Fund</b>	77,960	77,960	41,131	36,829	4,829	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	77,960
<b>1041500</b>	<b>Mid-Coast Corridor</b>														
1041502	SuperLoop	36,071	36,071	36,061	10	10									36,071
1257001	Mid-Coast Light Rail Transit (LRT)	2,171,201	2,171,201	1,247,212	923,989	403,099	275,070	94,152	35,502	15,028	12,329	38,931	49,878		2,171,201
<b>1200500</b>	<b>I-5 Corridor</b>														
1200501	I-5 North Coast: 4 Express Lanes	74,786	74,786	74,655	131	131									74,786
1200504	I-5 HOV: Manchester Avenue to Palomar Airport Road	405,363	405,363	117,646	287,717	80,162	79,672	77,569	43,711	2,717	1,699	1,495	631	61	405,363
1200506	I-5/Genesee Interchange and Widening	119,154	119,154	112,863	6,291	3,925	1,185	535	554	92					119,154
1200507	I-5/Voigt Drive Improvements	29,380	29,380	6,504	22,876	6,843	8,035	7,922	76						29,380
1200508	I-5/Gilman Drive Bridge	24,607	24,607	21,292	3,315	2,672	643								24,607
1200509	I-5 HOV: San Elijo Bridge Replacement	338,162	338,162	186,775	151,387	54,567	42,571	42,771	6,630	1,414	1,313	1,313	808		338,162
1200510	I-5 HOV: Carlsbad	127,641	127,641	3,716	123,925	7,232	20,904	41,329	40,738	10,849	1,231	657	657	328	127,641
1200512	I-5/Genesee Auxiliary Lane	7,249	7,249	1,299	5,950	1,944	1,742	1,742	522						7,249
1200513	SR 56 Auxiliary Lanes	5,444	5,444	157	5,287	2,589	2,235	463							5,444
<b>1201500</b>	<b>I-15 Corridor</b>														
1201504	I-15 FasTrak®	26,992	26,992	26,972	20	20									26,992
1201507	SR 15 BRT: Mid-City Centerline Stations	63,844	63,844	63,182	662	662									63,844
1201511	Mira Mesa Blvd BRT Priority Treatments	3,972	3,972	3,409	563	303	260								3,972
1201514	Downtown Multiuse and Bus Stopover Facility	45,975	45,975	18,282	27,693	27,693									45,975
1201515	Clairemont Mesa Blvd BRT Stations	13,774	1,774	1,665	109	109									1,774
<b>1207600</b>	<b>SR 76 Corridor</b>														
1207602	SR 76 Middle	166,321	166,321	165,752	569	569									166,321
1207606	SR 76 East	202,499	202,499	198,392	4,107	937	1,289	755	375	152	599				202,499
<b>1207800</b>	<b>SR 78 Corridor</b>														
1207802	I-15/SR 78 HOV Connectors	7,937	7,937	1,119	6,818	2,248	3,055	1,515							7,937
<b>1210000</b>	<b>Blue &amp; Orange Line Improvements</b>														
1210030	Blue Line Station Rehab	132,985	132,985	132,895	90	85	5								132,985
1210040	Orange and Blue Line Traction Power Substations	30,175	30,175	29,810	365	315	50								30,175
<b>1212500</b>	<b>SR 125 Corridor</b>														
1212501	SR 94/SR 125 South to East Connector	16,240	16,240	8,213	8,027	2,525	3,232	2,270							16,240
<b>1230000</b>	<b>Coastal Corridor</b>														
1239801	Sorrento to Miramar Phase 1	45,411	45,411	45,222	189	189									45,411
1239803	Oceanside Station Pass-Through Track	28,328	28,328	28,293	35	35									28,328
1239805	Poinsettia Station Improvements	33,748	33,748	24,967	8,781	8,658	123								33,748
1239806	San Elijo Lagoon Double Track	79,049	79,049	75,115	3,934	3,892	42								79,049
1239807	Sorrento Valley Double Track	32,989	32,989	32,944	45	45									32,989
1239809	Eastbrook to Shell Double Track	10,526	10,526	7,541	2,985	2,985									10,526
1239810	Carlsbad Village Double Track	3,580	3,580	3,344	236	236									3,580
1239811	Elvira to Morena Double Track	189,125	189,125	174,147	14,978	9,971	4,820	187							189,125
1239812	Sorrento to Miramar Phase 2	29,440	29,440	8,923	20,517	16,552	3,965								29,440
1239813	San Dieguito Lagoon Double Track and Platform	16,445	16,445	12,060	4,385	4,385									16,445
1239814	COASTER Preliminary Engineering	1,222	1,222	1,022	200	160	40								1,222
1239815	San Diego River Bridge	93,866	93,866	87,706	6,160	5,763	347	50							93,866
1239816	Batiquitos Lagoon Double Track	14,853	14,853	10,533	4,320	2,309	1,336	450	225						14,853
1239817	Chesterfield Drive Crossing Improvements	6,809	6,809	6,127	682	677	5								6,809
1239819	Carlsbad Village Double Track Trench	369	369	185	184	184									369
<b>1240000</b>	<b>Mid-City Rapid Bus</b>														
1240001	Mid-City Rapid Bus	44,526	44,526	43,858	668	668									44,526
<b>1280500</b>	<b>I-805 Corridor</b>														
1280504	South Bay BRT	123,672	123,672	118,675	4,997	4,992	5								123,672
1280505	I-805 HOV/Carroll Canyon Direct Access Ramp	95,443	95,443	95,392	51	51									95,443
1280508	SR 94 2HOV Lanes: I-805 to Downtown	22,100	22,100	21,303	797	4	793								22,100
1280510	I-805 South: 2HOV and Direct Access Ramp	182,043	182,043	178,727	3,316	3,158	103	19	36						182,043
1280511	I-805 North: 2HOV Lanes	114,965	114,965	111,816	3,149	324	306	303	2,216						114,965

Project No.	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
1280513	I-805 /SR 94 Bus on Shoulder Demonstration Project	30,900	30,900	19,382	11,518	8,837	2,422	204	30	25					30,900
1280515	I-805 South Soundwalls	64,243	64,243	35,504	28,739	13,182	7,778	6,244	1,054	369	101	11			64,243
1280516	I-805 North Auxiliary Lanes	4,242	4,242	0	4,242	3,282	960								4,242
<b>Total TransNet Program of Projects</b>		<b>5,853,626</b>	<b>5,841,626</b>	<b>3,963,550</b>	<b>1,878,076</b>	<b>756,400</b>	<b>498,795</b>	<b>300,020</b>	<b>150,998</b>	<b>43,189</b>	<b>21,848</b>	<b>46,463</b>	<b>55,974</b>	<b>4,389</b>	<b>5,841,626</b>
<b>TCIF/Goods Movement</b>															
1201101	SR 11 and Otay Mesa East Port of Entry	536,372	174,436	129,056	45,380	13,072	16,208	16,100							174,436
1201103	SR 11 and Otay Mesa East Port of Entry: Segment 2A Construction and SR 905/125/11 Southbound Connectors Construction	132,047	132,047	2,759	129,288	59,978	59,833	7,780	1,504	97	96				132,047
1300601	San Ysidro Intermodal Freight Facility	40,860	40,860	40,542	318	318									40,860
1300602	South Line Rail Freight Capacity	47,493	47,493	47,426	67	67									47,493
1390506	SR 125/905 Southbound to Westbound Connector	36,257	36,257	4,213	32,044	2,972	17,838	11,179	42	8	5				36,257
<b>Total TCIF/Goods Movement Projects</b>		<b>793,029</b>	<b>431,093</b>	<b>223,996</b>	<b>207,097</b>	<b>76,407</b>	<b>93,879</b>	<b>35,059</b>	<b>1,546</b>	<b>105</b>	<b>101</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>431,093</b>
<b>Regional Bikeway Projects</b>															
1129900	Bayshore Bikeway: 8B Main Street to Palomar	4,098	4,098	1,273	2,825	365	2,430	25	5						4,098
1223014	SR 15 Commuter Bike Facility	15,670	15,670	15,518	152	126	26								15,670
1223016	Coastal Rail Trail San Diego: Rose Creek	25,043	25,043	19,044	5,999	4,882	1,111	3	3						25,043
1223017	Coastal Rail Trail Encinitas: E Street to Chesterfield Drive	9,608	9,608	9,237	371	244	127								9,608
1223020	North Park/Mid-City Bikeways: Robinson Bikeway	5,946	5,946	3,584	2,362	317	1,952	93							5,946
1223022	Uptown Bikeways: Fourth and Fifth Avenue Bikeways	23,725	23,725	6,970	16,755	8,322	8,156	277							23,725
1223023	Inland Rail Trail	63,321	47,345	39,177	8,168	1,625	3,170	3,373							47,345
1223052	San Diego River Trail: Stadium Segment	3,026	3,026	807	2,219	2,197	22								3,026
1223053	San Diego River Trail: Carlton Oaks Segment	1,830	1,830	1,215	615	603	12								1,830
1223054	Central Avenue Bikeway	3,174	3,174	1,001	2,173	68	2,100	5							3,174
1223055	Bayshore Bikeway: Barrio Logan	24,675	24,675	3,466	21,209	1,001	9,504	10,500	204						24,675
1223056	Border to Bayshore Bikeway	13,366	13,366	2,215	11,151	1,484	629	6,451	2,582	5					13,366
1223057	Pershing Drive Bikeway	18,982	18,982	2,163	16,819	406	12,361	4,042	10						18,982
1223058	Downtown to Imperial Avenue Bikeway	13,488	13,488	3,454	10,034	537	6,913	2,503	81						13,488
1223078	North Park/Mid-City Bikeways: Landis Bikeway	1,414	1,414	1,406	8	8									1,414
1223079	North Park/Mid-City Bikeways: Howard Bikeway	1,301	1,301	1,155	146	134	12								1,301
1223080	North Park/Mid-City Bikeways: Monroe Bikeway	276	276	192	84	84									276
1223081	North Park/Mid-City Bikeways: University Bikeway	17,269	8,708	1,366	7,342	690	1,264	5,187	199	2					8,708
1223082	North Park/Mid-City Bikeways: Georgia-Meade Bikeway	24,029	24,029	2,349	21,680	11,823	9,804	48	5						24,029
1223083	Uptown Bikeways: Eastern Hillcrest Bikeways	4,844	4,844	2,036	2,808	729	1,484	595							4,844
1223084	Uptown Bikeways: Washington Street and Mission Valley Bikeways	2,058	2,058	1,493	565	556	9								2,058
1223085	Uptown Bikeways: Mission Hills and Old Town Bikeways	358	358	32	326	326									358
1223086	Uptown Bikeways: Park Boulevard Bikeway	688	688	382	306	210	70	26							688
1223087	North Park/Mid-City Bikeways: Orange Bikeway	1,435	1,435	415	1,020	900	120								1,435
<b>Total Regional Bikeway Projects</b>		<b>279,624</b>	<b>255,087</b>	<b>119,950</b>	<b>135,137</b>	<b>37,637</b>	<b>61,276</b>	<b>33,128</b>	<b>3,089</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,087</b>
<b>Major Capital Projects</b>															
1128100	Mainline Drainage	6,394	6,394	3,220	3,174	3,169	5								6,394
1129200	OCS Insulator & Catch Cable Replacement	8,775	8,775	7,020	1,755	1,450	102	102	101						8,775
1130102	Financial System Upgrade Contract Management System	1,052	1,052	544	508	508									1,052
1142300	East Division Maintenance Facility	7,516	7,516	7,254	262	167	95								7,516
1142500	Centralized Train Control (CTC)	14,632	14,632	14,599	33	33									14,632
1142600	Joint Transportation Operations Center (JTOC)	14,518	3,221	888	2,333	2,215	118								3,221
1144000	Substation Supervisory Control and Data Acquisition (SCADA)	4,998	4,998	4,508	490	490									4,998
1145000	Los Peñasquitos Lagoon Bridge Replacement	46,162	45,536	45,485	51	51									45,536
1145300	Rose Canyon Bridge Replacements	14,545	77	50	27	27									77
1145400	San Onofre Bridge Replacements	13,641	62	60	2	2									62
1145500	Airport Connection	1,789	1,789	1,099	690	690									1,789
1146100	Del Mar Bluffs IV	3,257	3,257	1,141	2,116	2,106	10								3,257
1146500	Bridge 257.2 Replacement Project	5,467	4,774	774	4,000	4,000									4,774
1146600	San Onofre to Pulgas Double Track - Phase 2	27,218	1,177	96	1,081	645	436								1,177
1146700	UC San Diego Mid-Coast Improvements	3,030	3,030	2,721	309	309									3,030


Project No.	Project Title	Approved Budget	Funded Budget Thru FY 2020	Estimated Expended Thru June 2019	Remaining Budget as of June 2019	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
1146800	CTC Technology Refresh	1,702	1,702	1,060	642	567	75								1,702
1400000	Regional Tolling Back Office System	16,105	16,105	7,061	9,044	8,607	437								16,105
1400302	I-15 Managed Lanes Dynamic Signage	1,470	1,470	1,402	68	68									1,470
1400401	SR 125 Pavement Overlay	7,944	7,944	7,713	231	231									7,944
1400402	Roadway Toll Collection System	46,234	38,634	16,281	22,353	17,127	5,184	42							38,634
1400405	SR 125 Ramps Overlay	14,550	14,550	1,000	13,550	1,500	9,900	2,000	115	35					14,550
<b>Total Major Capital Projects</b>		<b>260,999</b>	<b>186,695</b>	<b>123,976</b>	<b>62,719</b>	<b>43,962</b>	<b>16,362</b>	<b>2,144</b>	<b>216</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186,695</b>
<b>Minor Capital Projects</b>															
1128400	Document Control	300	300	205	95	95									300
1130100	Financial System Upgrades	692	692	580	112	56	56								692
1130101	Financial System Upgrades - Small Business System	547	547	327	220	110	110								547
1130800	Invoice Management and Document Control System	300	300	38	262	31	231								300
1131300	NCTD Bus Wash Replacement - West Division	721	721	90	631	315	316								721
1131400	Light Rail Vehicle (LRV) Procurement Support	150	150	30	120	60	60								150
1144800	Regional Arterial Detection Deployment - Phase 1	719	719	185	534	267	267								719
1144900	North Green Beach Bridge Replacement	478	478	477	1	1									478
<b>Total Minor Capital Projects</b>		<b>3,907</b>	<b>3,907</b>	<b>1,932</b>	<b>1,975</b>	<b>935</b>	<b>1,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,907</b>
<b>Total Active Projects (TransNet Program of Projects, Goods Movement, Regional Bikeway, Major Capital, and Minor Capital Projects)</b>		<b>7,191,185</b>	<b>6,718,408</b>	<b>4,433,404</b>	<b>2,285,004</b>	<b>915,341</b>	<b>671,352</b>	<b>370,351</b>	<b>155,849</b>	<b>43,336</b>	<b>21,949</b>	<b>46,463</b>	<b>55,974</b>	<b>4,389</b>	<b>6,718,408</b>
<b>Projects Pending Closeout</b>															
1049600	East County Bus Maintenance Facility	45,625	45,625	45,620	5	5									45,625
1143200	University Town Center (UTC) Transit Center	5,700	5,700	5,693	7	7									5,700
1143700	Bayshore Bikeway: Segments 4 & 5	6,482	6,482	6,352	130	130									6,482
1200502	I-5 HOV Extension & Lomas Santa Fe Interchange	67,720	67,720	67,641	79	79									67,720
1200503	I-5/SR 56 Interchange	12,513	12,513	12,512	1	1									12,513
1201102	SR 11 and Otay Mesa East Port of Entry: Segment 1 Construction	66,330	66,330	66,329	1	1									66,330
1201501	I-15 Express Lanes South Segment	331,022	331,022	330,632	390	390									331,022
1201502	I-15 Express Lanes Middle Segment	466,269	466,269	464,881	1,388	1,388									466,269
1201503	I-15 Express Lanes North Segment	185,479	185,479	182,970	2,509	2,509									185,479
1201506	I-15 Mira Mesa Direct Access Ramp - Bus Rapid Transit Station	55,589	55,589	55,372	217	217									55,589
1201509	Downtown BRT Stations	20,844	20,844	20,808	36	36									20,844
1201510	SR 78 Nordahl Road Interchange	24,220	24,220	23,392	828	828									24,220
1201513	South Bay BRT Maintenance Facility	60,029	60,029	60,028	1	1									60,029
1205203	SR 52 Extension	460,509	460,509	456,134	4,375	4,375									460,509
1390501	SR 905: I-805 to Britannia Boulevard	85,774	85,774	85,355	419	419									85,774
<b>Total Projects Pending Closeout</b>		<b>1,894,105</b>	<b>1,894,105</b>	<b>1,883,719</b>	<b>10,386</b>	<b>10,386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,894,105</b>
<b>Total All Capital Projects</b>		<b>9,085,290</b>	<b>8,612,513</b>	<b>6,317,123</b>	<b>2,295,390</b>	<b>925,727</b>	<b>671,352</b>	<b>370,351</b>	<b>155,849</b>	<b>43,336</b>	<b>21,949</b>	<b>46,463</b>	<b>55,974</b>	<b>4,389</b>	<b>8,612,513</b>



## **Chapter 9.1**

### ***TransNet* Program of Projects**

Projects shown in this section describe efforts relating to major transit, highway, and environmental mitigation projects being funded in part by *TransNet*. In November 2004, voters approved an extension of the *TransNet* sales tax for specific improvements to the region's transportation network, including the associated environmental mitigation.

<b>Project Number: 1200100</b> <b>RTIP Number: N/A</b> <b>Project Name: TransNet Project Office</b>			<b>Corridor Director: Susan Huntington</b> <b>Project Manager: Susan Huntington</b> <b>PM Phone Number: (619) 595-5389</b>		
<b>Project Scope</b> Implement project control measures for the <i>TransNet</i> Program of Projects including: scheduling, cost estimating, change control, risk management, work breakdown structure, resource planning, document control, Dashboard development, and consultant contract administration.		<b>Site Location</b> 		<b>Progress to Date</b> Emphasis in FY 2020 will be on continuing implementation of <i>TransNet</i> Program of Projects and upgrades to Dashboard data presentation.	
<b>Project Limits</b> Regionwide				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise N/A Begin Construction N/A Open to Public N/A Construction Complete N/A	

**SANDAG Expenditure Plan (\$000)**

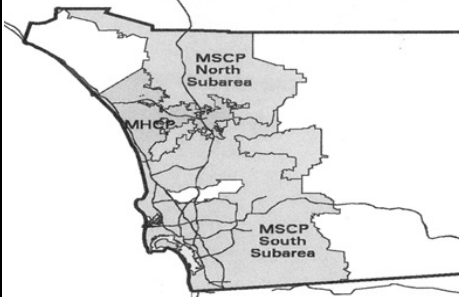
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$3,800	\$3,800	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,687	\$3,600	\$3,500	\$36,887
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$3,800</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,687</b>	<b>\$3,600</b>	<b>\$3,500</b>	<b>\$36,887</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$3,800</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,687</b>	<b>\$3,600</b>	<b>\$3,500</b>	<b>\$36,887</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-MC	\$0	\$3,800	\$3,800	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,687	\$3,600	\$3,500	\$36,887
<b>Total</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$3,800</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,687</b>	<b>\$3,600</b>	<b>\$3,500</b>	<b>\$36,887</b>

<b>Project Number: 1200200</b> <b>RTIP Number: V07</b> <b>Project Name: Project Biological Mitigation Fund</b>			<b>Corridor Director: Keith Greer</b> <b>Project Manager: Kim Smith</b> <b>PM Phone Number: (619) 699-6949</b>		
<b>Project Scope</b> Habitat acquisition, restoration, creation, enhancement, management, and monitoring necessary to meet regional transportation project mitigation requirements.		<b>Site Location</b> 		<b>Progress to Date</b> Forty parcels totaling approximately 8,780 acres have been acquired and over 200 acres are currently under restoration. Major restoration of coastal lagoons has commenced to implement the North Coast Corridor Public Works Plan, as well as the Mid-Coast Light Rail projects.	
<b>Project Limits</b> Regionwide				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise N/A Begin Construction N/A Open to Public N/A Construction Complete N/A	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$3,797	\$730	\$1,000	\$1,000	\$700	\$444	\$205	\$56	\$45	\$0	\$0	\$7,977
Environmental Document	15,944	815	700	733	150	50	40	0	0	0	0	18,432
Design	1,535	373	400	0	0	0	0	0	0	0	0	2,308
Right-of-Way Support	337	2,855	1,267	1,000	1,000	200	200	0	0	0	0	6,859
Right-of-Way Capital	102,005	6,341	4,000	2,500	2,000	1,000	1,000	500	0	0	0	119,346
Construction Support	852	2,408	1,769	2,500	2,500	2,100	2,020	20	11	0	0	14,180
Construction Capital	16,253	28,187	19,231	8,000	8,000	6,000	4,365	0	0	0	0	90,036
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	127	127	30	20	20	20	20	0	0	0	0	364
Communications	1	76	20	5	5	5	5	0	0	0	0	117
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$140,851</b>	<b>\$41,912</b>	<b>\$28,417</b>	<b>\$15,758</b>	<b>\$14,375</b>	<b>\$9,819</b>	<b>\$7,855</b>	<b>\$576</b>	<b>\$56</b>	<b>\$0</b>	<b>\$0</b>	<b>\$259,619</b>

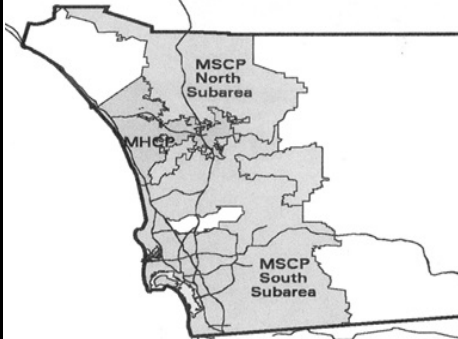
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$3,098	\$137	\$25	\$25	\$25	\$25	\$20	\$0	\$0	\$0	\$0	\$3,355
Design	3,379	1,078	350	250	400	312	100	0	0	0	0	5,869
Right-of-Way Support	4,276	200	100	100	40	30	20	0	0	0	0	4,766
Right-of-Way Capital	32,201	0	0	0	0	0	0	0	0	0	0	32,201
Construction Support	5,897	1,000	1,000	500	200	200	100	0	0	0	0	8,897
Construction Capital	45,233	42,500	32,500	15,169	2,500	2,943	2,448	0	0	0	0	143,293
<b>Total Caltrans</b>	<b>\$94,084</b>	<b>\$44,915</b>	<b>\$33,975</b>	<b>\$16,044</b>	<b>\$3,165</b>	<b>\$3,510</b>	<b>\$2,688</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$198,381</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$234,935</b>	<b>\$86,827</b>	<b>\$62,392</b>	<b>\$31,802</b>	<b>\$17,540</b>	<b>\$13,329</b>	<b>\$10,543</b>	<b>\$576</b>	<b>\$56</b>	<b>\$0</b>	<b>\$0</b>	<b>\$458,000</b>
TransNet Pass-Through	\$96,563	\$45,000	\$34,000	\$16,100	\$3,200	\$2,000	\$1,518	\$0	\$0	\$0	\$0	\$198,381

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet -EMP	\$234,482	\$86,827	\$62,392	\$31,802	\$17,540	\$13,329	\$10,543	\$576	\$56	\$0	\$0	\$457,547
Other Revenues*	453	0	0	0	0	0	0	0	0	0	0	453
<b>Total</b>	<b>\$234,935</b>	<b>\$86,827</b>	<b>\$62,392</b>	<b>\$31,802</b>	<b>\$17,540</b>	<b>\$13,329</b>	<b>\$10,543</b>	<b>\$576</b>	<b>\$56</b>	<b>\$0</b>	<b>\$0</b>	<b>\$458,000</b>

\* U.S Fish and Wildlife Service, Buena Vista Lagoon Foundation, City of Carlsbad, and City of Oceanside

<b>Project Number:</b> 1200300		<b>Corridor Director:</b> Keith Greer	
<b>RTIP Number:</b> V08		<b>Project Manager:</b> Kim Smith	
<b>Project Name:</b> Regional Habitat Conservation Fund		<b>PM Phone Number:</b> (619) 699-6949	
<b>PROJECT SCOPE</b>		<b>SITE LOCATION</b>	
Provide funding to assist with regional habitat management and monitoring as described in the <i>TransNet</i> Extension Ordinance.			
<b>PROJECT LIMITS</b>			
Regionwide		<b>PROGRESS TO DATE</b>	
		Nine cycles of land management grants have been approved by the SANDAG Board of Directors which have provided 117 grants totaling \$16.6 million throughout the region. \$10.1 million in matching funds has been provided by the land managers. Staff continues to work with federal, state, and university experts on how to determine best management and monitoring practices for biological resources in open space preserves.	
		<b>MAJOR MILESTONES</b>	
		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	N/A
		Begin Construction	N/A
		Open to Public	N/A
		Construction Complete	N/A

**SANDAG EXPENDITURE PLAN (\$000)**

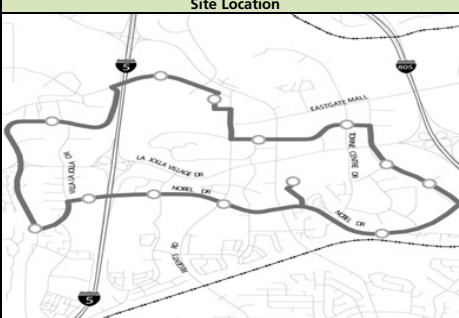
	PRIOR YEARS	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	TOTAL
Administration	\$593	\$100	\$100	\$118	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,611
Environmental Document	15,178	3,000	3,696	3,882	3,900	3,900	3,900	3,900	3,900	3,900	3,900	53,056
Design	787	11	0	0	0	0	0	0	0	0	0	798
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	17,600	150	366	0	0	0	0	0	0	0	0	18,116
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	50	0	0	0	0	0	0	0	0	0	0	50
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$34,208</b>	<b>\$3,261</b>	<b>\$4,162</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$73,631</b>

**GRANTEES EXPENDITURE PLAN(\$000)**

	PRIOR YEARS	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	TOTAL
Environmental Document	\$333	\$1,000	\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	2,329	0	0	0	0	0	0	0	0	0	0	2,329
<b>Total Grantees</b>	<b>\$2,662</b>	<b>\$1,000</b>	<b>\$667</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,329</b>
<b>Total SANDAG &amp; Grantees</b>	<b>\$36,870</b>	<b>\$4,261</b>	<b>\$4,829</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$77,960</b>
TransNet Pass-Through	\$2,662	\$1,000	\$667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,329

**FUNDING PLAN(\$000)**

FUNDING SOURCE	PRIOR YEARS	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	TOTAL
<b>State</b>												
85120001 Department of Fish and Game	\$93	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$93
<b>Local</b>												
91000100 <i>TransNet</i> -EMP	36,527	4,261	3,388	0	0	0	0	0	0	0	0	44,176
91000100 <i>TransNet</i> -Local EMP	0	0	1,441	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	33,441
92060001 Miscellaneous Revenue	250	0	0	0	0	0	0	0	0	0	0	250
<b>TOTAL</b>	<b>\$36,870</b>	<b>\$4,261</b>	<b>\$4,829</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$77,960</b>

<b>Project Number: 1041502</b> <b>RTIP Number: SAN46</b> <b>Project Name: SuperLoop</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Alexandra DeVaux</b> <b>PM Phone Number: (619) 235-2635</b>		
<b>Project Scop</b> New SuperLoop Rapid service, traffic signal priority measures, new signalized intersections, street modifications, new SuperLoop Rapid vehicles, and new enhanced transit stops.		<b>Site Location</b> 		<b>Progress to Date</b> Project is open to the public. Final Construction activities are in process.	
<b>Project Limits</b> In University City along Voigt Drive, Genesee Avenue, Nobel Drive, Gilman Drive, and Executive Drive.				<b>Major Milestones</b>	
				Draft Environmental Document	Aug-07
				Final Environmental Document	Sep-09
				Ready to Advertise	Feb-11
				Begin Construction	Aug-11
				Open to Public	Jun-12
				Construction Complete	Jul-19

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$3,837	\$100	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,947
Environmental Document	892	0	0	0	0	0	0	0	0	0	0	892
Design	6,086	4	0	0	0	0	0	0	0	0	0	6,090
Right-of-Way Support	18	13	0	0	0	0	0	0	0	0	0	31
Right-of-Way Capital	324	0	0	0	0	0	0	0	0	0	0	324
Construction Support	4,008	150	0	0	0	0	0	0	0	0	0	4,158
Construction Capital	12,370	205	0	0	0	0	0	0	0	0	0	12,575
Vehicles	7,254	0	0	0	0	0	0	0	0	0	0	7,254
Legal Services	0	46	0	0	0	0	0	0	0	0	0	46
Communications	69	50	0	0	0	0	0	0	0	0	0	119
Project Contingency	0	635	0	0	0	0	0	0	0	0	0	635
<b>Total SANDAG</b>	<b>\$34,858</b>	<b>\$1,203</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,071</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$34,858</b>	<b>\$1,203</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,071</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
70110001 FTA 5309 CA-03-0531	\$617	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$617
<b>Local</b>												
91000100 TransNet-MC	33,519	1,203	10	0	0	0	0	0	0	0	0	34,732
91140001 UC San Diego	722	0	0	0	0	0	0	0	0	0	0	722
<b>Total</b>	<b>\$34,858</b>	<b>\$1,203</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,071</b>

<b>Project Number:</b> 1257001		<b>Corridor Director:</b> John Haggerty	
<b>RTIP Number:</b> SAN23		<b>Project Manager:</b> Sharon Humphreys	
<b>Project Name:</b> Mid-Coast Light Rail Transit (LRT)		<b>PM Phone Number:</b> (619) 595-5350	
<b>Project Scope</b>		<b>Site Location</b>	
A new 10.9-mile extension of the Trolley Blue Line with stations at Tecolote Road, Clairemont Drive, Balboa Avenue, Nobel Drive, Veterans Administration Medical Center, Pepper Canyon and Voigt Drive on the UC San Diego campus, Executive Drive, and University Towne Center (UTC).			
<b>Project Limits</b>			
On and along existing coastal rail corridor from Old Town Transit Center to Gilman Drive, along I-5 from Gilman Drive to UC San Diego, and along Voigt Drive and Genesee Avenue to UTC.		<b>Progress to Date</b>	
		Light rail construction is over 50 percent complete.	
		<b>Major Milestones</b>	
		Draft Environmental Document	May-13
		Final Environmental Document	Nov-14
		Ready to Advertise	Jan-16
		Begin Construction	Jun-16
		Open to Public	Sep-21
		Construction Complete	Jun-26

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$46,983	\$6,384	\$4,023	\$3,414	\$4,458	\$0	\$0	\$0	\$0	\$0	\$0	\$65,262
Environmental Document	27,627	3,319	265	400	150	0	0	0	0	0	0	31,761
Design	148,504	5,639	1,505	1,147	360	0	0	0	0	0	0	157,155
Right-of-Way Support	5,562	3,496	0	0	0	0	0	0	0	0	0	9,058
Right-of-Way Capital	94,897	4,209	0	0	0	0	0	0	0	0	0	99,106
Construction Support	39,755	16,773	15,525	24,436	1,599	0	0	0	0	0	0	98,088
Construction Capital	413,992	272,204	223,456	147,469	35,243	0	0	0	0	0	0	1,092,364
Vehicles	36,945	28,139	76,261	23,634	0	0	0	0	0	0	0	164,979
Legal Services	1,436	120	189	389	235	0	0	0	0	0	0	2,369
Communications	1,047	155	157	157	36	0	0	0	0	0	0	1,552
Project Contingency	0	45,300	46,070	37,578	12,587	0	0	0	0	0	0	141,535
Subtotal SANDAG	\$816,748	\$385,738	\$367,451	\$238,624	\$54,668	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,229
Finance Cost	20,352	23,854	35,621	36,421	39,484	35,502	15,028	12,329	38,931	49,878	0	307,400
Total SANDAG	\$837,100	\$409,592	\$403,072	\$275,045	\$94,152	\$35,502	\$15,028	\$12,329	\$38,931	\$49,878	\$0	\$2,170,629

#### Caltrans Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	220	0	0	0	0	0	0	0	0	0	0	220
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	250	50	27	25	0	0	0	0	0	0	0	352
Total Caltrans	\$470	\$50	\$27	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$572
Total SANDAG & Caltrans	\$837,570	\$409,642	\$403,099	\$275,070	\$94,152	\$35,502	\$15,028	\$12,329	\$38,931	\$49,878	\$0	\$2,171,201
TransNet Pass-Through	\$390	\$24	\$82	\$76	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$572
Caltrans RE Services	\$3,500	\$2,500	\$2,500	\$1,000	\$148	\$0	\$0	\$0	\$0	\$0	\$0	\$9,648

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72600001 FTA FFGA CA-2016-021 <sup>1</sup>	\$150,000	\$180,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$13,380	\$0	\$1,043,380
73030001 FTA-CA-03-0784	129	0	0	0	0	0	0	0	0	0	0	129
<b>Local</b>												
91000100 TransNet-MC	319,159	112,435	137,440	163,649	87,609	0	0	0	0	0	0	820,292
91000100 TransNet-MC AC <sup>2</sup>	347,930	93,353	130,038	(25,000)	(132,941)	(100,000)	(100,000)	(100,000)	(100,000)	(13,380)	0	0
Finance Costs	20,352	23,854	35,621	36,421	39,484	35,502	15,028	12,329	38,931	49,878	0	307,400
Total	\$837,570	\$409,642	\$403,099	\$275,070	\$94,152	\$35,502	\$15,028	\$12,329	\$38,931	\$49,878	\$0	\$2,171,201

<sup>1</sup>Total project cost including finance charge is estimated at \$2.17 billion, the FTA is anticipated to contribute a total of \$1.04 billion over the life of the project but is generally limited to \$100 million on an annual basis. The last year of receipt is anticipated to be 2027.

<sup>2</sup>The TransNet-MC AC line represents the advance of TransNet in the form of bond proceeds to cover the difference until the federal contribution is received.

<b>Project Number: 1200501</b> <b>RTIP Number: CAL09</b> <b>Project Name: I-5 North Coast: 4 Express Lanes</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Final environmental document and Public Works Plan for four managed lanes including direct access ramps at various locations.		<b>Site Location</b> 		<b>Progress to Date</b> Final environmental approval received. Additional studies to fulfill the requirements of the environmental approval are ongoing.	
<b>Project Limits</b> On I-5 from La Jolla Village Drive to Vandegrift Boulevard.				<b>Major Milestones</b>	
				Draft Environmental Document Jun-10 Final Environmental Document Jan-15 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**

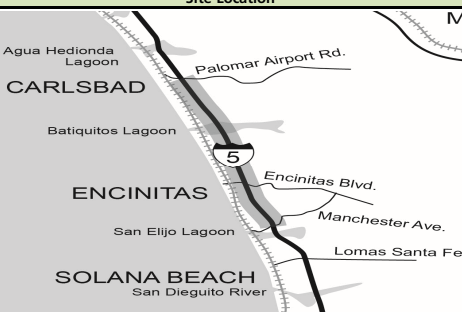
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,395	\$10	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,406
Environmental Document	13,735	184	0	0	0	0	0	0	0	0	0	13,919
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	58	0	0	0	0	0	0	0	0	0	0	58
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	170	4	0	0	0	0	0	0	0	0	0	174
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$15,358</b>	<b>\$198</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,557</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$54,302	\$857	\$130	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,289
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	1,510	0	0	0	0	0	0	0	0	0	0	1,510
Right-of-Way Capital	2,430	0	0	0	0	0	0	0	0	0	0	2,430
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$58,242</b>	<b>\$857</b>	<b>\$130</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,229</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$73,600</b>	<b>\$1,055</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,786</b>
TransNet Pass-Through	\$12,750	\$805	\$75	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,630

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CBI	\$416	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$416
Interstate Maintenance	3,886	0	0	0	0	0	0	0	0	0	0	3,886
RSTP	30,426	(69)	0	0	0	0	0	0	0	0	0	30,357
STP	751	0	0	0	0	0	0	0	0	0	0	751
<b>State</b>												
STIP-RIP	10,189	0	0	0	0	0	0	0	0	0	0	10,189
<b>Local</b>												
91000100 TransNet-MC	27,932	1,124	131	0	0	0	0	0	0	0	0	29,187
<b>Total</b>	<b>\$73,600</b>	<b>\$1,055</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,786</b>

<b>Project Number: 1200504</b> <b>RTIP Number: CAL09/CAL158</b> <b>Project Name: I-5 HOV: Manchester Avenue to Palomar Airport Road</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construct one High Occupancy Vehicle lane in each direction, soundwalls, a multi-use facility, and a bike path.		<b>Site Location</b> 		<b>Progress to Date</b> Construction is 25 percent complete.	
<b>Project Limits</b> On I-5 from Manchester Avenue to Palomar Airport Road.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Jun-18 Begin Construction Nov-18 Open to Public Dec-21 Construction Complete Aug-27	

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$728	\$425	\$794	\$888	\$867	\$547	\$27	\$17	\$15	\$6	\$1	\$4,315
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	10,868	493	0	0	0	0	0	0	0	0	0	11,361
Right-of-Way Support	223	50	50	500	177	0	0	0	0	0	0	1,000
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	1,274	750	414	750	400	75	0	0	0	0	0	3,663
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$13,093</b>	<b>\$1,718</b>	<b>\$1,258</b>	<b>\$2,138</b>	<b>\$1,444</b>	<b>\$622</b>	<b>\$27</b>	<b>\$17</b>	<b>\$15</b>	<b>\$6</b>	<b>\$1</b>	<b>\$20,339</b>

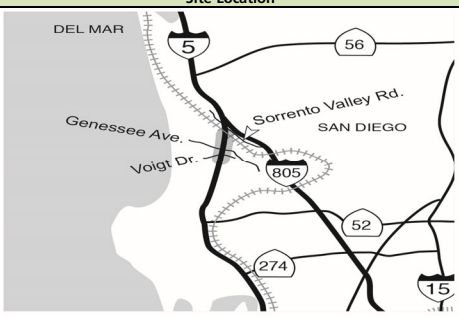
**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	57,964	1,809	754	1,155	575	125	0	0	0	0	0	62,382
Right-of-Way Support	3,340	1,172	1,145	510	300	180	100	100	50	50	0	6,947
Right-of-Way Capital	285	1,765	2,905	1,769	1,150	1,100	690	552	400	50	0	10,666
Construction Support	0	5,000	11,100	11,100	11,100	5,625	1,100	230	230	125	60	45,670
Construction Capital	0	31,500	63,000	63,000	63,000	36,059	800	800	800	400	0	259,359
<b>Total Caltrans</b>	<b>\$61,589</b>	<b>\$41,246</b>	<b>\$78,904</b>	<b>\$77,534</b>	<b>\$76,125</b>	<b>\$43,089</b>	<b>\$2,690</b>	<b>\$1,682</b>	<b>\$1,480</b>	<b>\$625</b>	<b>\$60</b>	<b>\$385,024</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$74,682</b>	<b>\$42,964</b>	<b>\$80,162</b>	<b>\$79,672</b>	<b>\$77,569</b>	<b>\$43,711</b>	<b>\$2,717</b>	<b>\$1,699</b>	<b>\$1,495</b>	<b>\$631</b>	<b>\$61</b>	<b>\$405,363</b>
TransNet Pass-Through	\$50,217	\$3,738	-\$3,016	\$1,533	\$619	\$574	\$489	\$433	\$257	\$37	\$0	\$54,881

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CMAQ	\$6,044	\$325	\$500	\$500	\$1,075	\$1,250	\$1,280	\$1,167	\$1,130	\$550	\$60	\$13,881
DEMO	1,220	0	0	0	0	0	0	0	0	0	0	1,220
RSTP	2,841	475	9,254	1,098	325	180	45	45	25	25	0	14,313
<b>State</b>												
SB1 - SCC	0	23,500	48,000	48,000	48,000	27,000	500	0	0	0	0	195,000
SHOPP	0	4,200	8,400	8,400	8,400	5,181	70	0	0	0	0	34,651
STIP-RIP	0	8,800	17,700	17,700	17,700	8,878	300	0	0	0	0	71,078
<b>Local</b>												
91000100 TransNet-MC	64,577	5,664	(3,692)	3,974	2,069	1,222	522	487	340	56	1	75,220
<b>Total</b>	<b>\$74,682</b>	<b>\$42,964</b>	<b>\$80,162</b>	<b>\$79,672</b>	<b>\$77,569</b>	<b>\$43,711</b>	<b>\$2,717</b>	<b>\$1,699</b>	<b>\$1,495</b>	<b>\$631</b>	<b>\$61</b>	<b>\$405,363</b>



<b>Project Number: 1200506</b> <b>RTIP Number: CAL75</b> <b>Project Name: I-5/Genesee Interchange and Widening</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construct longer and wider bridge and replace ramp connections on Genesee Avenue, construct retaining walls and a bike path between Voigt Drive and Sorrento Valley Road, and complete the follow-up landscaping project.		<b>Site Location</b> 		<b>Progress to Date</b> The project is open to the public. The long-term plant establishment project is underway.	
<b>Project Limits</b> On I-5 from Voigt Drive to Sorrento Valley Road.				<b>Major Milestones</b>	
				Draft Environmental Document Nov-10 Final Environmental Document Jun-11 Ready to Advertise Jul-13 Begin Construction Dec-14 Open to Public Jun-18 Construction Complete Mar-24	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$648	\$50	\$39	\$12	\$6	\$6	\$1	\$0	\$0	\$0	\$0	\$762
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	108	0	0	0	0	0	0	0	0	0	0	108
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	4,391	96	0	0	0	0	0	0	0	0	0	4,487
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	104	31	5	0	0	0	0	0	0	0	0	140
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$5,251</b>	<b>\$177</b>	<b>\$44</b>	<b>\$12</b>	<b>\$6</b>	<b>\$6</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,497</b>

#### SANDAG Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-MC	\$5,251	\$177	\$44	\$12	\$6	\$6	\$1	\$0	\$0	\$0	\$0	\$5,497
<b>Total SANDAG Funding Plan</b>	<b>\$5,251</b>	<b>\$177</b>	<b>\$44</b>	<b>\$12</b>	<b>\$6</b>	<b>\$6</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,497</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$767
Design	1,778	284	0	0	0	0	0	0	0	0	0	2,062
Right-of-Way Support	2,880	175	37	20	0	0	0	0	0	0	0	3,112
Right-of-Way Capital	1,903	1,125	1,022	500	0	0	0	0	0	0	0	4,550
Construction Support	14,822	430	495	239	115	115	91	0	0	0	0	16,307
Construction Capital	64,348	2,835	2,327	414	414	433	0	0	0	0	0	70,771
<b>Total Caltrans</b>	<b>\$86,498</b>	<b>\$4,849</b>	<b>\$3,881</b>	<b>\$1,173</b>	<b>\$529</b>	<b>\$548</b>	<b>\$91</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$97,569</b>

#### Caltrans Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
HPP	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600
RSTP	45,571	2,212	1,735	598	529	548	91	0	0	0	0	51,284
<b>State</b>												
G-12	509	301	0	0	0	0	0	0	0	0	0	810
Prop 1B - SLPP	8,000	0	0	0	0	0	0	0	0	0	0	8,000
SHOPP	13,190	0	0	0	0	0	0	0	0	0	0	13,190
<b>Local</b>												
91000100 TransNet-MC	9,270	2,184	2,146	575	0	0	0	0	0	0	0	14,175
City of San Diego	8,358	152	0	0	0	0	0	0	0	0	0	8,510
<b>Total Caltrans Funding Plan</b>	<b>\$86,498</b>	<b>\$4,849</b>	<b>\$3,881</b>	<b>\$1,173</b>	<b>\$529</b>	<b>\$548</b>	<b>\$91</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$97,569</b>

TransNet Pass-Through	\$9,708	\$2,283	\$1,754	\$430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,175
-----------------------	---------	---------	---------	-------	-----	-----	-----	-----	-----	-----	-----	----------

<b>Project Number:</b> 1200506	<b>Corridor Director:</b> Allan Kosup
<b>RTIP Number:</b> CAL75	<b>Project Manager:</b> Arturo Jacobo
<b>Project Name:</b> I-5/Genesee Interchange and Widening	<b>PM Phone Number:</b> (619) 688-6816

**City of San Diego Expenditure Plan (\$000)**

Task	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$6,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,700
Design	6,900	0	0	0	0	0	0	0	0	0	0	6,900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	800	0	0	0	0	0	0	0	0	0	0	800
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total City of San Diego</b>	<b>\$14,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,400</b>

**City of San Diego Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
City of San Diego	\$14,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,400
<b>Total City of San Diego Funding Plan</b>	<b>\$14,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,400</b>

**Private Expenditure Plan (\$000)**

Task	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	1,688	0	0	0	0	0	0	0	0	0	0	1,688
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Private</b>	<b>\$1,688</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,688</b>

**Private Funding Plan (\$000)**

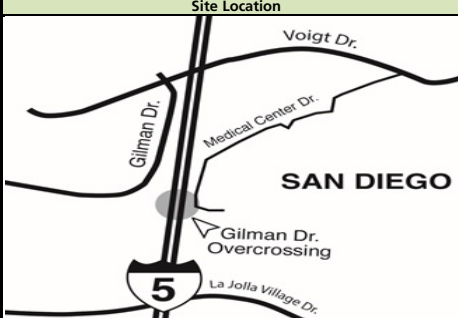
Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
Private	\$1,688	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,688
<b>Total Private Funding Plan</b>	<b>\$1,688</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,688</b>

**Expenditure Plan - Total Project (\$000)**

Task	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$648	\$50	\$39	\$12	\$6	\$6	\$1	\$0	\$0	\$0	\$0	\$762
Environmental Document	7,467	0	0	0	0	0	0	0	0	0	0	7,467
Design	8,678	284	0	0	0	0	0	0	0	0	0	8,962
Right-of-Way Support	2,988	175	37	20	0	0	0	0	0	0	0	3,220
Right-of-Way Capital	4,391	1,125	1,022	500	0	0	0	0	0	0	0	7,038
Construction Support	19,213	526	495	239	115	115	91	0	0	0	0	20,794
Construction Capital	64,348	2,835	2,327	414	414	433	0	0	0	0	0	70,771
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	104	31	5	0	0	0	0	0	0	0	0	140
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total Expenditure Plan</b>	<b>\$107,837</b>	<b>\$5,026</b>	<b>\$3,925</b>	<b>\$1,185</b>	<b>\$535</b>	<b>\$554</b>	<b>\$92</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$119,154</b>

**Funding Plan - Total Project (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
HPP	\$1,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600
RSTP	45,571	2,212	1,735	598	529	548	91	0	0	0	0	51,284
<b>State</b>												
G-12	509	301	0	0	0	0	0	0	0	0	0	810
Prop 1B - SLPP	8,000	0	0	0	0	0	0	0	0	0	0	8,000
SHOPP	13,190	0	0	0	0	0	0	0	0	0	0	13,190
<b>Local</b>												
91000100 TransNet-MC	14,521	2,361	2,190	587	6	6	1	0	0	0	0	19,672
City of San Diego	22,758	152	0	0	0	0	0	0	0	0	0	22,910
Private	1,688	0	0	0	0	0	0	0	0	0	0	1,688
<b>Gand Total Funding Plan</b>	<b>\$107,837</b>	<b>\$5,026</b>	<b>\$3,925</b>	<b>\$1,185</b>	<b>\$535</b>	<b>\$554</b>	<b>\$92</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$119,154</b>

Project Number: 1200508		Corridor Director: Allan Kosup	
RTIP Number: V15		Project Manager: Arturo Jacobo	
Project Name: I-5/Gilman Drive Bridge		PM Phone Number: (619) 688-6816	
Project Scope		Site Location	
Construct new overcrossing over I-5 between Gilman Drive and Medical Center Drive.			
Project Limits		Progress to Date	
On I-5 between La Jolla Village Drive and the Voigt Drive overcrossing.		Project is open to the public.	
		Major Milestones	
		Draft Environmental Document N/A	
		Final Environmental Document N/A	
		Ready to Advertise Feb-16	
		Begin Construction Sep-16	
		Open to Public Jan-19	
		Construction Complete Jul-20	

#### SANDAG Expenditure Plan (\$000)

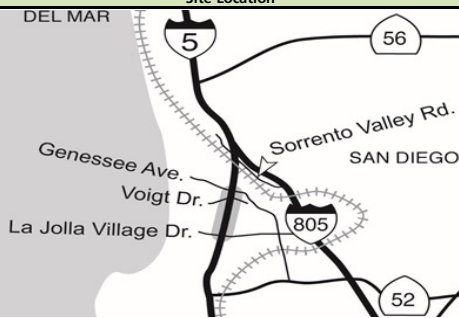
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$87	\$78	\$26	\$88	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$279
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	149	2	0	0	0	0	0	0	0	0	0	151
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	2,202	878	110	50	0	0	0	0	0	0	0	3,240
Construction Capital	11,163	6,539	1,400	100	0	0	0	0	0	0	0	19,202
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	10	0	0	0	0	0	0	0	0	0	0	10
Project Contingency	0	0	1,125	400	0	0	0	0	0	0	0	1,525
<b>Total SANDAG</b>	<b>\$13,611</b>	<b>\$7,497</b>	<b>\$2,661</b>	<b>\$638</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,407</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	69	115	11	5	0	0	0	0	0	0	0	200
<b>Total Caltrans</b>	<b>\$69</b>	<b>\$115</b>	<b>\$11</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$13,680</b>	<b>\$7,612</b>	<b>\$2,672</b>	<b>\$643</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,607</b>
Caltrans RE Services	\$1,429	\$539	\$72	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,080
TransNet Pass-Through	\$133	\$54	\$9	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-MC	\$8,738	\$4,472	\$1,547	\$243	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
91140001 UC San Diego	4,942	3,140	1,125	400	0	0	0	0	0	0	0	9,607
<b>Total</b>	<b>\$13,680</b>	<b>\$7,612</b>	<b>\$2,672</b>	<b>\$643</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,607</b>

<b>Project Number: 1200507</b> <b>RTIP Number: V18/CAL398A</b> <b>Project Name: I-5/Voigt Drive Improvements</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construction of the realignment of both Campus Point and Voigt Drive between I-5 and Genesee Avenue.		<b>Site Location</b> 		<b>Progress to Date</b> Environmental clearance completed under the I-5 North Coast 4 Express Lanes project (1200501). Project has been awarded and construction will begin in summer 2019.	
<b>Project Limits</b> On I-5 at the Voigt Drive overcrossing from Gilman Drive on the west side to Genesee Avenue on the east side.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Mar-19 Begin Construction Jul-19 Open to Public Jul-21 Construction Complete Jul-22	

**SANDAG Expenditure Plan (\$000)**

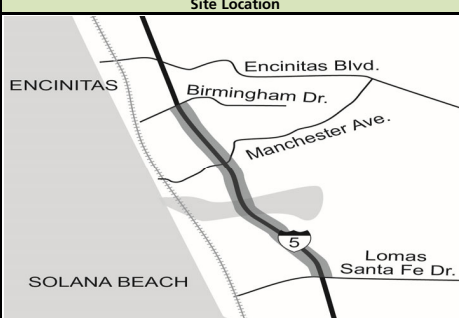
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$67	\$37	\$68	\$80	\$78	\$1	\$0	\$0	\$0	\$0	\$0	\$331
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	4,257	1,233	0	0	0	0	0	0	0	0	0	5,490
Right-of-Way Support	0	50	450	480	0	0	0	0	0	0	0	980
Right-of-Way Capital	0	50	1,400	1,550	0	0	0	0	0	0	0	3,000
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	4,000	5,000	5,000	0	0	0	0	0	0	14,000
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	10	0	0	0	0	0	0	0	0	0	0	10
Project Contingency	0	0	0	0	2,000	0	0	0	0	0	0	2,000
<b>Total SANDAG</b>	<b>\$4,334</b>	<b>\$1,370</b>	<b>\$5,918</b>	<b>\$7,110</b>	<b>\$7,078</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,811</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	590	210	0	0	0	0	0	0	0	0	0	800
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	925	925	844	75	0	0	0	0	0	2,769
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$590</b>	<b>\$210</b>	<b>\$925</b>	<b>\$925</b>	<b>\$844</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,569</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$4,924</b>	<b>\$1,580</b>	<b>\$6,843</b>	<b>\$8,035</b>	<b>\$7,922</b>	<b>\$76</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,380</b>
TransNet Pass-Through	\$590	\$910	\$800	\$767	\$502	\$0	\$0	\$0	\$0	\$0	\$0	\$3,569

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
82500001 SB1-LPP	\$0	\$0	\$1,275	\$1,580	\$1,275	\$0	\$0	\$0	\$0	\$0	\$0	\$4,130
<b>Local</b>												
91000100 TransNet-MC	4,844	780	4,568	5,455	5,647	76	0	0	0	0	0	21,370
91140001 UCSD	80	800	1,000	1,000	1,000	0	0	0	0	0	0	3,880
<b>Total</b>	<b>\$4,924</b>	<b>\$1,580</b>	<b>\$6,843</b>	<b>\$8,035</b>	<b>\$7,922</b>	<b>\$76</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,380</b>

<b>Project Number: 1200509</b> <b>RTIP Number: CAL09</b> <b>Project Name: I-5 HOV: San Elijo Bridge Replacement</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construct one High Occupancy Vehicle (HOV) lane in each direction, soundwalls, bike trail, and replace the San Elijo Lagoon bridge.		<b>Site Location</b> 		<b>Progress to Date</b> Construction of the bridge and HOV lanes is 55 percent complete. Design of the bike trail is 100 percent complete.	
<b>Project Limits</b> On I-5 from Lomas Santa Fe Drive to Birmingham Drive.				<b>Major Milestones</b>	
				Draft Environmental Document	N/A
				Final Environmental Document	N/A
				Ready to Advertise	Jan-16
				Begin Construction	Dec-16
				Open to Public	Jul-21
				Construction Complete	Dec-26

#### SANDAG Expenditure Plan (\$000)

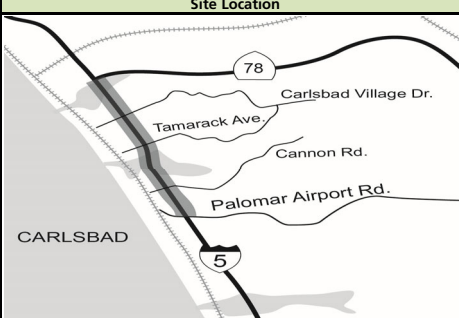
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,185	\$417	\$540	\$521	\$522	\$152	\$14	\$13	\$13	\$8	\$0	\$3,385
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	5,626	507	0	0	0	0	0	0	0	0	0	6,133
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,237	850	850	850	850	260	0	0	0	0	0	4,897
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$8,048</b>	<b>\$1,774</b>	<b>\$1,390</b>	<b>\$1,371</b>	<b>\$1,372</b>	<b>\$412</b>	<b>\$14</b>	<b>\$13</b>	<b>\$13</b>	<b>\$8</b>	<b>\$0</b>	<b>\$14,415</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	33,034	1,943	4,622	50	900	50	0	0	0	0	0	40,599
Right-of-Way Support	5,582	864	1,014	188	50	50	50	0	0	0	0	7,798
Right-of-Way Capital	11,394	3,404	7,279	700	200	200	50	0	0	0	0	23,227
Construction Support	9,429	6,362	6,662	6,662	6,649	1,689	300	300	300	300	0	38,653
Construction Capital	77,126	27,815	33,600	33,600	33,600	4,229	1,000	1,000	1,000	500	0	213,470
<b>Total Caltrans</b>	<b>\$136,565</b>	<b>\$40,388</b>	<b>\$53,177</b>	<b>\$41,200</b>	<b>\$41,399</b>	<b>\$6,218</b>	<b>\$1,400</b>	<b>\$1,300</b>	<b>\$1,300</b>	<b>\$800</b>	<b>\$0</b>	<b>\$323,747</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$144,613</b>	<b>\$42,162</b>	<b>\$54,567</b>	<b>\$42,571</b>	<b>\$42,771</b>	<b>\$6,630</b>	<b>\$1,414</b>	<b>\$1,313</b>	<b>\$1,313</b>	<b>\$808</b>	<b>\$0</b>	<b>\$338,162</b>
TransNet Pass-Through	\$42,052	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,052

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CMAQ	\$25,452	\$33,662	\$34,404	\$24,591	\$25,832	\$3,747	\$1,350	\$1,300	\$1,300	\$800	\$0	\$152,438
HIP	0	8,118	0	0	0	0	0	0	0	0	0	8,118
RSTP	15,031	12,798	12,389	10,033	9,529	1,977	0	0	0	0	0	61,757
<b>State</b>												
STIP-RIP	37,001	3,973	5,988	5,988	5,988	444	0	0	0	0	0	59,382
<b>Local</b>												
91000100 TransNet-MC	45,472	3,368	3,686	1,959	1,422	462	64	13	13	8	0	56,467
91000100 TransNet-MC AC	21,657	(19,757)	(1,900)	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$144,613</b>	<b>\$42,162</b>	<b>\$54,567</b>	<b>\$42,571</b>	<b>\$42,771</b>	<b>\$6,630</b>	<b>\$1,414</b>	<b>\$1,313</b>	<b>\$1,313</b>	<b>\$808</b>	<b>\$0</b>	<b>\$338,162</b>

<b>Project Number: 1200510</b> <b>RTIP Number: CAL09</b> <b>Project Name: I-5 HOV: Carlsbad</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construct one High-Occupancy Vehicle (HOV) lane in each direction and a southbound auxiliary lane at Cannon Road.		<b>Site Location</b> 		<b>Progress to Date</b> Design is 20 percent complete.	
<b>Project Limits</b> On I-5 from Palomar Airport Road to north of SR 78.				<b>Major Milestones</b>	
				Draft Environmental Document	N/A
				Final Environmental Document	N/A
				Ready to Advertise	Apr-20
				Begin Construction	Oct-20
				Open to Public	Dec-22
				Construction Complete	Jun-28

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$4	\$34	\$72	\$207	\$409	\$403	\$107	\$12	\$7	\$7	\$3	\$1,265
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	450	1,000	1,000	500	46	0	0	0	2,996
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$4</b>	<b>\$34</b>	<b>\$72</b>	<b>\$657</b>	<b>\$1,409</b>	<b>\$1,403</b>	<b>\$607</b>	<b>\$58</b>	<b>\$7</b>	<b>\$7</b>	<b>\$3</b>	<b>\$4,261</b>

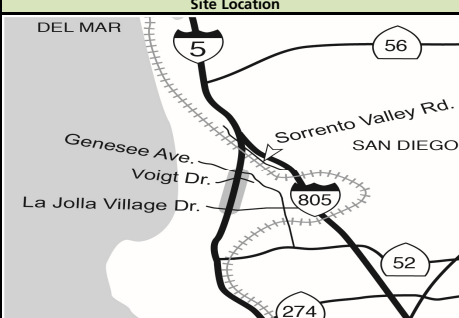
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	313	3,300	6,600	787	75	225	50	0	0	0	0	11,350
Right-of-Way Support	0	50	260	340	350	0	0	0	0	0	0	1,000
Right-of-Way Capital	0	15	300	300	385	0	0	0	0	0	0	1,000
Construction Support	0	0	0	2,900	5,510	5,510	1,569	673	150	150	75	16,537
Construction Capital	0	0	0	15,920	33,600	33,600	8,623	500	500	500	250	93,493
<b>Total Caltrans</b>	<b>\$313</b>	<b>\$3,365</b>	<b>\$7,160</b>	<b>\$20,247</b>	<b>\$39,920</b>	<b>\$39,335</b>	<b>\$10,242</b>	<b>\$1,173</b>	<b>\$650</b>	<b>\$650</b>	<b>\$325</b>	<b>\$123,380</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$317</b>	<b>\$3,399</b>	<b>\$7,232</b>	<b>\$20,904</b>	<b>\$41,329</b>	<b>\$40,738</b>	<b>\$10,849</b>	<b>\$1,231</b>	<b>\$657</b>	<b>\$657</b>	<b>\$328</b>	<b>\$127,641</b>
TransNet Pass-Through	\$310	\$521	\$685	\$301	\$199	\$0	\$0	\$0	\$0	\$0	\$0	\$2,016

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CMAQ	\$0	\$50	\$350	\$2,830	\$4,345	\$4,025	\$1,998	\$650	\$650	\$650	\$325	\$15,873
RSTP	0	3,000	6,000	684	0	0	0	0	0	0	0	9,684
<b>State</b>												
SHOPP	0	0	0	1,551	2,110	2,110	950	23	0	0	0	6,744
STIP-RIP*	0	0	0	14,869	33,200	33,200	7,294	500	0	0	0	89,063
<b>Local</b>												
91000100 TransNet-MC	317	349	882	970	1,674	1,403	607	58	7	7	3	6,277
<b>Total</b>	<b>\$317</b>	<b>\$3,399</b>	<b>\$7,232</b>	<b>\$20,904</b>	<b>\$41,329</b>	<b>\$40,738</b>	<b>\$10,849</b>	<b>\$1,231</b>	<b>\$657</b>	<b>\$657</b>	<b>\$328</b>	<b>\$127,641</b>

\* Funds are currently programmed in the State Transportation Improvement Program in FY 2023; however, SANDAG is working to advance these funds to begin in FY 2021.

<b>Project Number: 1200512</b> <b>RTIP Number: CAL398A</b> <b>Project Name: I-5/Genesee Auxiliary Lane</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Design and construction of southbound auxiliary lane on I-5 between Genesee Avenue and La Jolla Village Drive.		<b>Site Location</b> 		<b>Progress to Date</b> Environmental clearance completed under the I-5/Genesee Interchange and Widening project (Project No. 1200506). The project has been awarded and construction to begin in summer 2019.	
<b>Project Limits</b> On I-5 between Genesee Avenue and La Jolla Village Drive.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Mar-19 Begin Construction Jul-19 Open to Public Jul-21 Construction Complete Jul-22	

**SANDAG Expenditure Plan (\$000)**


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$0	\$19	\$17	\$17	\$8	\$0	\$0	\$0	\$0	\$0	\$61
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	643	456	0	0	0	0	0	0	0	0	0	1,099
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	225	225	225	214	0	0	0	0	0	889
Construction Capital	0	0	1,700	1,500	1,500	300	0	0	0	0	0	5,000
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$643</b>	<b>\$456</b>	<b>\$1,944</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$522</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,049</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	193	7	0	0	0	0	0	0	0	0	0	200
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$193</b>	<b>\$7</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$836</b>	<b>\$463</b>	<b>\$1,944</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$522</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,249</b>
Caltrans Pass-Through	\$631	\$6,418	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,049

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85040001 SHOPP	\$643	\$157	\$1,944	\$1,742	\$1,742	\$522	\$0	\$0	\$0	\$0	\$0	\$6,750
85040001 SHOPP G12	0	299	0	0	0	0	0	0	0	0	0	299
SHOPP	193	7	0	0	0	0	0	0	0	0	0	200
<b>Total</b>	<b>\$836</b>	<b>\$463</b>	<b>\$1,944</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$522</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,249</b>

<b>Project Number:</b> 1200513		<b>Corridor Director:</b> Allan Kosup	
<b>RTIP Number:</b> CAL114		<b>Project Manager:</b> Arturo Jacobo	
<b>Project Name:</b> SR 56 Auxiliary Lanes		<b>PM Phone Number:</b> (619) 688-6816	
<b>Project Scope</b>		<b>Site Location</b>	
Westbound and eastbound Auxiliary Lanes on SR 56 from El Camino Real to Carmel Valley Road.			
<b>Project Limits</b>		<b>Progress to Date</b>	
On SR 56 from El Camino Real to Carmel Valley Road.		Final environmental document was completed under I-5/ SR 56 Interchange project (Project No. 1200503). Design is 5 percent complete and negotiations with the City of San Diego for a financial contribution to fund the construction phase are ongoing.	
		<b>Major Milestones</b>	
		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	Nov-21
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$2	\$26	\$23	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$60
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$2</b>	<b>\$26</b>	<b>\$23</b>	<b>\$9</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60</b>


**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	145	10	2,563	2,212	454	0	0	0	0	0	0	5,384
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$145</b>	<b>\$10</b>	<b>\$2,563</b>	<b>\$2,212</b>	<b>\$454</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,384</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$145</b>	<b>\$12</b>	<b>\$2,589</b>	<b>\$2,235</b>	<b>\$463</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,444</b>
TransNet Pass-Through	\$41	\$126	\$494	\$417	\$253	\$0	\$0	\$0	\$0	\$0	\$0	\$1,331

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
HPP-SAFETEA-LU	\$110	\$6	\$2,052	\$1,769	\$116	\$0	\$0	\$0	\$0	\$0	\$0	\$4,053
<b>Local</b>												
91000100 TransNet -MC	35	6	537	466	347	0	0	0	0	0	0	1,391
<b>Total</b>	<b>\$145</b>	<b>\$12</b>	<b>\$2,589</b>	<b>\$2,235</b>	<b>\$463</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,444</b>



<b>Project Number:</b> 1201504 <b>RTIP Number:</b> SAN04 <b>Project Name:</b> I-15 FasTrak ®		<b>Corridor Director:</b> Karen Jewel <b>Project Manager:</b> Dinara Usseanova <b>PM Phone Number:</b> (619) 699-7339													
<b>Project Scope</b> Deploy electronic tolling equipment, operating system, and construct toll operations office and customer service center.	<b>Site Location</b> 	<b>Progress to Date</b> Construction is 80 percent complete. Remaining work includes closing fiber gaps and splicing fiber to create network connections from the I-15 corridor to the regional fiber network.													
<b>Project Limits</b> On I-15 between SR 163 and SR 78.		<b>Major Milestones</b> <table><tr><td>Draft Environmental Document</td><td>Nov-02</td></tr><tr><td>Final Environmental Document</td><td>Mar-03</td></tr><tr><td>Ready to Advertise</td><td>Oct-06</td></tr><tr><td>Begin Construction</td><td>Oct-07</td></tr><tr><td>Open to Public</td><td>Jan-12</td></tr><tr><td>Construction Complete</td><td>Feb-20</td></tr></table>		Draft Environmental Document	Nov-02	Final Environmental Document	Mar-03	Ready to Advertise	Oct-06	Begin Construction	Oct-07	Open to Public	Jan-12	Construction Complete	Feb-20
Draft Environmental Document	Nov-02														
Final Environmental Document	Mar-03														
Ready to Advertise	Oct-06														
Begin Construction	Oct-07														
Open to Public	Jan-12														
Construction Complete	Feb-20														

#### SANDAG Expenditure Plan (\$000)

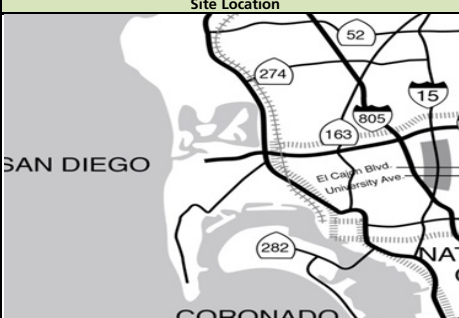
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,316	\$68	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,404
Environmental Document	1	0	0	0	0	0	0	0	0	0	0	1
Design	875	0	0	0	0	0	0	0	0	0	0	875
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,878	40	0	0	0	0	0	0	0	0	0	1,918
Construction Capital	20,528	341	0	0	0	0	0	0	0	0	0	20,869
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	365	6	0	0	0	0	0	0	0	0	0	371
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$25,963</b>	<b>\$455</b>	<b>\$20</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,438</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	180	0	0	0	0	0	0	0	0	0	0	180
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	374	0	0	0	0	0	0	0	0	0	0	374
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$554</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$554</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$26,517</b>	<b>\$455</b>	<b>\$20</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,992</b>
TransNet Pass-Through	\$554	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$554

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85030002 FSP	\$812	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$812
85040001 Value Pricing	45	0	0	0	0	0	0	0	0	0	0	45
<b>Local</b>												
91000100 TransNet-MC	25,652	455	20	0	0	0	0	0	0	0	0	26,127
92060001 Miscellaneous Revenue	8	0	0	0	0	0	0	0	0	0	0	8
<b>Total</b>	<b>\$26,517</b>	<b>\$455</b>	<b>\$20</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,992</b>

<b>Project Number: 1201507</b> <b>RTIP Number: SAN26C</b> <b>Project Name: SR 15 BRT: Mid-City Centerline Stations</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Andrew Rice</b> <b>PM Phone Number: (619) 688-3284</b>		
<b>Project Scope</b> Construct two Bus Rapid Transit (BRT) stations in the median of SR 15. Portions of the BRT station at El Cajon Boulevard will be constructed by the Mid-City Rapid Bus project (Project No. 1240001).		<b>Site Location</b> 		<b>Progress to Date</b> The project is open to the public. Landscaping is complete. Completion of final construction activities are in progress.	
<b>Project Limits</b> On SR 15 at University Avenue and El Cajon Boulevard.				<b>Major Milestones</b>	
				Draft Environmental Document      Dec-10 Final Environmental Document      Jun-11 Ready to Advertise      Dec-14 Begin Construction      Jul-15 Open to Public      Feb-18 Construction Complete      Jan-20	

#### SANDAG Expenditure Plan (\$000)

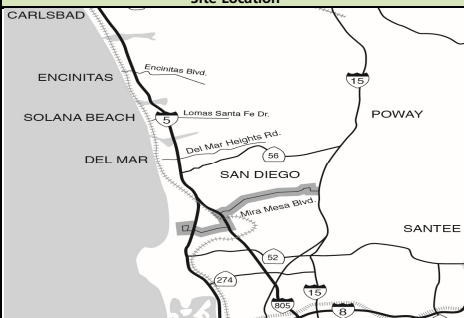
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,320	\$121	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,452
Environmental Document	1,886	0	0	0	0	0	0	0	0	0	0	1,886
Design	5,023	0	0	0	0	0	0	0	0	0	0	5,023
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,907	260	3	0	0	0	0	0	0	0	0	2,170
Construction Capital	38,172	1,896	10	0	0	0	0	0	0	0	0	40,078
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	317	36	0	0	0	0	0	0	0	0	0	353
Project Contingency	0	0	588	0	0	0	0	0	0	0	0	588
<b>Total SANDAG</b>	<b>\$48,625</b>	<b>\$2,313</b>	<b>\$612</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,550</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$483	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$483
Design	2,177	0	0	0	0	0	0	0	0	0	0	2,177
Right-of-Way Support	239	0	0	0	0	0	0	0	0	0	0	239
Right-of-Way Capital	30	15	0	0	0	0	0	0	0	0	0	45
Construction Support	8,200	500	50	0	0	0	0	0	0	0	0	8,750
Construction Capital	576	24	0	0	0	0	0	0	0	0	0	600
<b>Total Caltrans</b>	<b>\$11,705</b>	<b>\$539</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,294</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$60,330</b>	<b>\$2,852</b>	<b>\$662</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,844</b>
TransNet Pass-Through	\$11,387	\$857	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,294

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72320001 FTA 5307 CA-90-Z207	\$961	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$961
72380001 FTA 5307 CA-90-Z091	761	0	0	0	0	0	0	0	0	0	0	761
72420001 FTA 5307 CA-95-X313	21,428	0	0	0	0	0	0	0	0	0	0	21,428
<b>Local</b>												
91000100 TransNet -MC	37,180	2,852	662	0	0	0	0	0	0	0	0	40,694
<b>Total</b>	<b>\$60,330</b>	<b>\$2,852</b>	<b>\$662</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,844</b>

<b>Project Number: 1201511</b> <b>RTIP Number: SAN131</b> <b>Project Name: Mira Mesa Blvd BRT Priority Treatments</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: April Petonak</b> <b>PM Phone Number: (619) 699-7322</b>		
<b>Project Scope</b> Traffic Signal Priority measures and preliminary engineering for queue jumpers and new bus shelters. Signage and communications plan for Park & Ride.		<b>Site Location</b> 		<b>Progress to Date</b> Coordinating with the City of San Diego to install upgraded traffic controllers and Park and Ride signage.	
<b>Project Limits</b> On Mira Mesa Boulevard from I-15 to UC San Diego.				<b>Major Milestones</b>	
				Draft Environmental Document Sep-14 Final Environmental Document Sep-14 Ready to Advertise Jan-15 Begin Construction May-15 Open to Public Dec-15 Construction Complete Dec-20	

**SANDAG Expenditure Plan (\$000)**

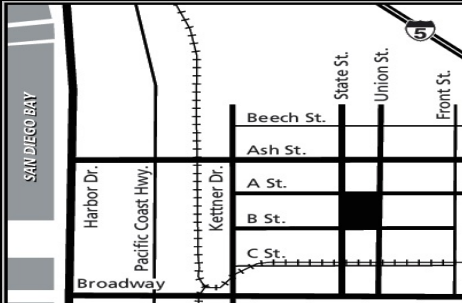
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$345	\$0	\$97	\$35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$477
Environmental Document	512	0	0	0	0	0	0	0	0	0	0	512
Design	408	0	6	0	0	0	0	0	0	0	0	414
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	105	0	0	0	0	0	0	0	0	0	0	105
Construction Capital	1,973	0	200	200	0	0	0	0	0	0	0	2,373
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	41	25	0	0	0	0	0	0	0	0	0	66
Project Contingency	0	0	0	25	0	0	0	0	0	0	0	25
<b>Total SANDAG</b>	<b>\$3,384</b>	<b>\$25</b>	<b>\$303</b>	<b>\$260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,972</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$3,384</b>	<b>\$25</b>	<b>\$303</b>	<b>\$260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,972</b>

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-MC	\$3,384	\$25	\$303	\$260	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,972
<b>Total</b>	<b>\$3,384</b>	<b>\$25</b>	<b>\$303</b>	<b>\$260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,972</b>

Project Number: 1201514		Corridor Director: Laura Coté	
RTIP Number: SAN129		Project Manager: Richard Chavez	
Project Name: Downtown Multiuse and Bus Stopover Facility		PM Phone Number: (619) 699-6989	
Project Scope		Site Location	
Bus stopover facility and potentially a multiuse facility that could include office, residential, and retail development.			
Project Limits		Progress to Date	
The block bounded by A Street, B Street, State Street, and Union Street in the Columbia-Civic/Core neighborhood of Downtown San Diego.		Preliminary engineering and property acquisition efforts continue.	
		Major Milestones	
		Draft Environmental Document	N/A
		Final Environmental Document	Jun-16
		Ready to Advertise	TBD
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

**SANDAG Expenditure Plan (\$000)**

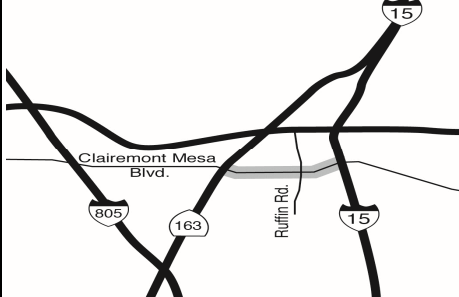
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,471	\$250	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,021
Environmental Document	408	25	250	0	0	0	0	0	0	0	0	683
Design	1,884	180	218	0	0	0	0	0	0	0	0	2,282
Right-of-Way Support	203	40	40	0	0	0	0	0	0	0	0	283
Right-of-Way Capital	3,458	9,900	26,000	0	0	0	0	0	0	0	0	39,358
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	25	0	0	0	0	0	0	0	0	0	0	25
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	298	50	163	0	0	0	0	0	0	0	0	511
Communications	60	30	30	0	0	0	0	0	0	0	0	120
Project Contingency	0	0	692	0	0	0	0	0	0	0	0	692
<b>Total SANDAG</b>	<b>\$7,807</b>	<b>\$10,475</b>	<b>\$27,693</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,975</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$7,807</b>	<b>\$10,475</b>	<b>\$27,693</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,975</b>

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-MC	\$7,807	\$10,475	\$27,693	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,975
<b>Total</b>	<b>\$7,807</b>	<b>\$10,475</b>	<b>\$27,693</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,975</b>

<b>Project Number: 1201515</b> <b>RTIP Number: SAN208</b> <b>Project Name: Clairemont Mesa Blvd BRT Stations</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Omar Atayee</b> <b>PM Phone Number: (619) 595-5319</b>		
<b>Project Scope</b> Traffic Signal Priority on Clairemont Mesa Boulevard and transit station improvements at eastbound Ruffin Road stop. Final design and construction of five additional transit stations.		<b>Site Location</b> 		<b>Progress to Date</b> Ruffin Road stop is open to the public. Design is 90 percent complete for the final five stations. Construction phase can begin when funding is identified.	
<b>Project Limits</b> On Clairemont Mesa Boulevard from SR 163 to I-15.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document Jul-14 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$293	\$10	\$109	\$391	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$803
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	677	0	0	1,500	0	0	0	0	0	0	0	2,177
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	171	5	0	0	2,000	0	0	0	0	0	0	2,176
Construction Capital	505	4	0	0	7,000	0	0	0	0	0	0	7,509
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	1,109	0	0	0	0	0	0	0	1,109
<b>Total SANDAG</b>	<b>\$1,646</b>	<b>\$19</b>	<b>\$109</b>	<b>\$3,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,774</b>


#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,646</b>	<b>\$19</b>	<b>\$109</b>	<b>\$3,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,774</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-MC	\$1,646	\$19	\$109	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,774
<b>Total</b>	<b>\$1,646</b>	<b>\$19</b>	<b>\$109</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,774</b>

Note: The entire cost of this project is estimated to be \$13.77M. Construction phase expenditures are subject to identification of available funds.

<b>Project Number: 1207602</b> <b>RTIP Number: CAL29</b> <b>Project Name: SR 76 Middle</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Karen Jewel</b> <b>PM Phone Number: (619) 688-6803</b>		
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>		
Reconstruct two-lane conventional highway as a four-lane conventional highway.			Project is open to the public. Landscaping is 100 percent complete. Closeout is in process.		
<b>Project Limits</b>			<b>Major Milestones</b>		
On SR 76 from Melrose Drive to Mission Road.			Draft Environmental Document	Oct-07	
			Final Environmental Document	Nov-08	
			Ready to Advertise	Sep-09	
			Begin Construction	Dec-09	
			Open to Public	Nov-12	
			Construction Complete	Aug-19	

#### SANDAG Expenditure Plan (\$000)

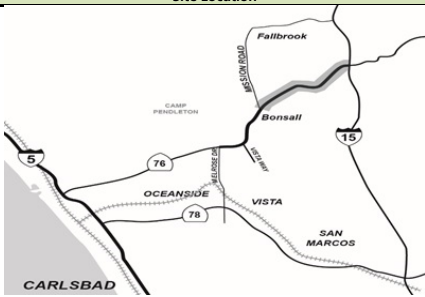
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,303	\$24	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,343
Environmental Document	596	0	0	0	0	0	0	0	0	0	0	596
Design	2,707	0	0	0	0	0	0	0	0	0	0	2,707
Right-of-Way Support	570	1	0	0	0	0	0	0	0	0	0	571
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	3,102	0	0	0	0	0	0	0	0	0	0	3,102
Construction Capital	1,901	1	0	0	0	0	0	0	0	0	0	1,902
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	253	0	0	0	0	0	0	0	0	253
<b>Total SANDAG</b>	<b>\$10,179</b>	<b>\$26</b>	<b>\$269</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,474</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$13,453	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,453
Design	12,389	0	0	0	0	0	0	0	0	0	0	12,389
Right-of-Way Support	7,052	322	300	0	0	0	0	0	0	0	0	7,674
Right-of-Way Capital	28,530	100	0	0	0	0	0	0	0	0	0	28,630
Construction Support	13,907	106	0	0	0	0	0	0	0	0	0	14,013
Construction Capital	77,811	1,877	0	0	0	0	0	0	0	0	0	79,688
<b>Total Caltrans</b>	<b>\$153,142</b>	<b>\$2,405</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$155,847</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$163,321</b>	<b>\$2,431</b>	<b>\$569</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$166,321</b>
TransNet Pass-Through	\$45,507	\$1,673	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,480

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
HPP - SAFETEA-LU	\$4,006	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,006
HPP - TEA21	5,087	432	0	0	0	0	0	0	0	0	0	5,519
RSTP	6,314	0	0	0	0	0	0	0	0	0	0	6,314
RSTP - ARRA	76,627	(14)	0	0	0	0	0	0	0	0	0	76,613
STP	949	0	0	0	0	0	0	0	0	0	0	949
<b>State</b>												
Environmental Support	13,453	0	0	0	0	0	0	0	0	0	0	13,453
<b>Local</b>												
91000100 TransNet-EMP	6,146	0	0	0	0	0	0	0	0	0	0	6,146
91000100 TransNet-H	3,000	0	0	0	0	0	0	0	0	0	0	3,000
91000100 TransNet-MC	46,226	2,013	569	0	0	0	0	0	0	0	0	48,807
City of Oceanside	627	0	0	0	0	0	0	0	0	0	0	627
Rainbow Water District	540	0	0	0	0	0	0	0	0	0	0	540
Vista Unified School District	346	0	0	0	0	0	0	0	0	0	0	346
<b>Total</b>	<b>\$163,321</b>	<b>\$2,431</b>	<b>\$569</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$166,321</b>

<b>Project Number: 1207606</b> <b>RTIP Number: CAL29B</b> <b>Project Name: SR 76 East</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Karen Jewel</b> <b>PM Phone Number: (619) 688-6803</b>		
<b>Project Scope</b>	<b>Site Location</b>			<b>Progress to Date</b>	
Reconstruct two-lane conventional highway as a four-lane conventional highway and modify the SR 76/I-15 Interchange.				The highway and interchange projects are open to the public. Landscaping is 20 percent complete.	
<b>Project Limits</b>				<b>Major Milestones</b>	
On SR 76 from Mission Road to I-15.				Draft Environmental Document	Sep-10
				Final Environmental Document	Mar-12
				Ready to Advertise	May-12
				Begin Construction	Aug-12
				Open to Public	May-17
				Construction Complete	Sep-24

#### SANDAG Expenditure Plan (\$000)

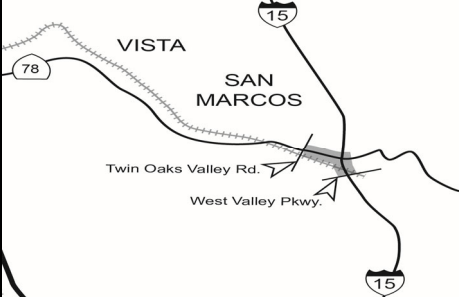
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,671	\$66	\$10	\$15	\$75	\$4	\$2	\$6	\$0	\$0	\$0	\$1,849
Environmental Document	5,802	0	0	0	0	0	0	0	0	0	0	5,802
Design	3,602	0	0	0	0	0	0	0	0	0	0	3,602
Right-of-Way Support	522	0	0	0	0	0	0	0	0	0	0	522
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	2,198	80	50	50	50	50	0	0	0	0	0	2,478
Construction Capital	1,781	0	0	0	0	0	0	0	0	0	0	1,781
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	255	2	0	0	0	0	0	0	0	0	0	257
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$15,831</b>	<b>\$148</b>	<b>\$60</b>	<b>\$65</b>	<b>\$125</b>	<b>\$54</b>	<b>\$2</b>	<b>\$6</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,291</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$5,936	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,936
Design	16,846	34	0	0	0	0	0	0	0	0	0	16,880
Right-of-Way Support	5,753	390	0	0	0	0	0	0	0	0	0	6,143
Right-of-Way Capital	18,201	686	0	0	0	0	0	0	0	0	0	18,887
Construction Support	23,461	614	352	130	130	100	50	22	0	0	0	24,859
Construction Capital	105,744	4,748	525	1,094	500	221	100	571	0	0	0	113,503
<b>Total Caltrans</b>	<b>\$175,941</b>	<b>\$6,472</b>	<b>\$877</b>	<b>\$1,224</b>	<b>\$630</b>	<b>\$321</b>	<b>\$150</b>	<b>\$593</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$186,208</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$191,772</b>	<b>\$6,620</b>	<b>\$937</b>	<b>\$1,289</b>	<b>\$755</b>	<b>\$375</b>	<b>\$152</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$202,499</b>
TransNet Pass-Through	\$37,415	\$3,375	-\$57	\$569	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,302
Misc/Private Dev Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,698	\$19,698

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FHWA Discretionary - Truck Parking Facilities	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300
RSTP	89,302	1,729	877	655	630	321	150	22	0	0	0	93,686
<b>State</b>												
CMIA	27,085	0	0	0	0	0	0	302	0	0	0	27,387
<b>Local</b>												
91000100 TransNet-EMP	8,133	0	0	0	0	0	0	0	0	0	0	8,133
91000100 TransNet-H	12,139	0	0	0	0	0	0	0	0	0	0	12,139
91000100 TransNet-MC	30,371	2,805	60	634	125	54	2	6	0	0	0	34,057
91000100 TransNet-MC AC	19,698	0	0	0	0	0	0	0	0	0	(19,698)	0
92060001/91130001 Miscellaneous/Private Dev	3,264	0	0	0	0	0	0	0	0	0	19,698	22,962
Rainbow Water District	1,480	2,086	0	0	0	0	0	269	0	0	0	3,835
<b>Total</b>	<b>\$191,772</b>	<b>\$6,620</b>	<b>\$937</b>	<b>\$1,289</b>	<b>\$755</b>	<b>\$375</b>	<b>\$152</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$202,499</b>

<b>Project Number: 1207802</b> <b>RTIP Number: CAL277</b> <b>Project Name: I-15/SR 78 HOV Connectors</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Karen Jewel</b> <b>PM Phone Number: (619) 688-6803</b>		
<b>Project Scope</b> Final environmental document for high-occupancy vehicle/managed lanes direct connectors at SR 78 and I-15 for northbound-to-westbound and eastbound-to-southbound traffic.		<b>Site Location</b> 		<b>Progress to Date</b> Project study report complete. Environmental phase to begin in summer 2019.	
<b>Project Limits</b> On SR 78 and I-15 from Twin Oaks Valley Road to West Valley Parkway.				<b>Major Milestones</b>	
				Draft Environmental Document Nov-21 Final Environmental Document Apr-22 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$5	\$3	\$23	\$30	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$76
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	25	25	0	0	0	0	0	0	0	50
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$5</b>	<b>\$3</b>	<b>\$48</b>	<b>\$55</b>	<b>\$15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$126</b>


**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$811	\$300	\$2,200	\$3,000	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$7,811
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$811</b>	<b>\$300</b>	<b>\$2,200</b>	<b>\$3,000</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,811</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$816</b>	<b>\$303</b>	<b>\$2,248</b>	<b>\$3,055</b>	<b>\$1,515</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,937</b>
TransNet Pass-Through	\$811	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$811

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
STIP-APDE	\$0	\$300	\$2,200	\$3,000	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
<b>Local</b>												
91000100 TransNet-MC	816	3	48	55	15	0	0	0	0	0	0	937
<b>Total</b>	<b>\$816</b>	<b>\$303</b>	<b>\$2,248</b>	<b>\$3,055</b>	<b>\$1,515</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,937</b>



<b>Project Number:</b> 1210030 <b>RTIP Number:</b> SAN172 (Part of SAN66) <b>Project Name:</b> Blue Line Station Rehab		<b>Corridor Director:</b> Bruce Smith <b>Project Manager:</b> Chip Finch <b>PM Phone Number:</b> (619) 699-5617													
<b>Project Scope</b> Reconstruct station platforms for low-floor Trolley vehicles and replace existing shelters. Install new rail, ties, grade crossings. Repair substations and wayside slopes.		<b>Site Location</b> 		<b>Progress to Date</b> Project opened to the public in summer 2015. Additional pavement work is underway.											
<b>Project Limits</b> Blue Line: from 12th & Imperial to San Ysidro.		<b>Major Milestones</b> <table><tr><td>Draft Environmental Document</td><td>N/A</td></tr><tr><td>Final Environmental Document</td><td>Sep-10</td></tr><tr><td>Ready to Advertise</td><td>Aug-12</td></tr><tr><td>Begin Construction</td><td>May-13</td></tr><tr><td>Open to Public</td><td>Jun-15</td></tr><tr><td>Construction Complete</td><td>Jul-20</td></tr></table>		Draft Environmental Document	N/A	Final Environmental Document	Sep-10	Ready to Advertise	Aug-12	Begin Construction	May-13	Open to Public	Jun-15	Construction Complete	Jul-20
Draft Environmental Document	N/A														
Final Environmental Document	Sep-10														
Ready to Advertise	Aug-12														
Begin Construction	May-13														
Open to Public	Jun-15														
Construction Complete	Jul-20														

#### SANDAG Expenditure Plan (\$000)

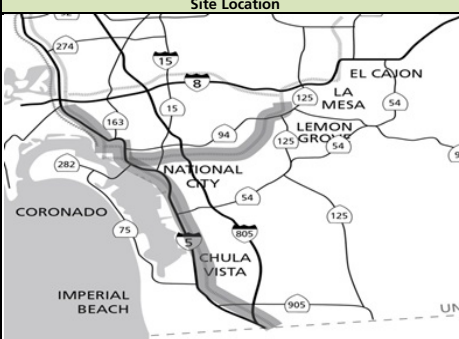
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$5,500	\$55	\$40	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,596
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	9,279	0	0	0	0	0	0	0	0	0	0	9,279
Right-of-Way Support	33	0	0	0	0	0	0	0	0	0	0	33
Right-of-Way Capital	441	0	0	0	0	0	0	0	0	0	0	441
Construction Support	17,774	80	2	0	0	0	0	0	0	0	0	17,856
Construction Capital	98,925	408	27	3	0	0	0	0	0	0	0	99,363
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	326	34	1	0	0	0	0	0	0	0	0	361
Project Contingency	0	40	15	1	0	0	0	0	0	0	0	56
<b>Total SANDAG</b>	<b>\$132,278</b>	<b>\$617</b>	<b>\$85</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,985</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$132,278</b>	<b>\$617</b>	<b>\$85</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,985</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72290001 FTA 5307 CA-96-X027 ARRA	\$5,366	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,366
75430001 FTA 5309	335	0	0	0	0	0	0	0	0	0	0	335
75450001 Homeland Security	600	0	0	0	0	0	0	0	0	0	0	600
<b>State</b>												
85130001 Prop 1B - SLPP	30,990	0	0	0	0	0	0	0	0	0	0	30,990
85130005 Prop 1A	57,837	0	0	0	0	0	0	0	0	0	0	57,837
<b>Local</b>												
91000100 TransNet-MC	32,273	617	85	5	0	0	0	0	0	0	0	32,980
91030111 City of Chula Vista (TransNet-LSI)	240	0	0	0	0	0	0	0	0	0	0	240
92060001 MTS	4,637	0	0	0	0	0	0	0	0	0	0	4,637
<b>Total</b>	<b>\$132,278</b>	<b>\$617</b>	<b>\$85</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,985</b>

<b>Project Number: 1210040</b> <b>RTIP Number: SAN173 (Part of SAN66)</b> <b>Project Name: Orange and Blue Line Traction Power Substations</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Chip Finch</b> <b>PM Phone Number: (619) 699-5617</b>		
<b>Project Scope</b> Install 17 new traction power substations; site improvements at stations and substations and network improvements.		<b>Site Location</b> 		<b>Progress to Date</b> Integration of remote monitoring and control features for the substations is underway. Landscape work at substation sites has been completed. Spare parts have been delivered. Transfer trip testing is in progress. Additional gates at traction power substation sites have been installed. As-built project plans are being finalized.	
<b>Project Limits</b> Blue Line: from America Plaza to San Ysidro Orange Line: from Santa Fe Depot to Grossmont Green Line: from Old Town to 12th & Imperial.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document Sep-10 Ready to Advertise May-12 Begin Construction Sep-12 Open to Public Nov-14 Construction Complete Jul-20	

#### SANDAG Expenditure Plan (\$000)

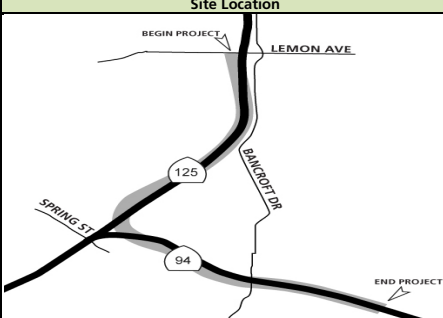
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$891	\$21	\$20	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$942
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	3,883	7	0	0	0	0	0	0	0	0	0	3,890
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	400	0	0	0	0	0	0	0	0	0	0	400
Construction Support	1,045	45	95	40	0	0	0	0	0	0	0	1,225
Construction Capital	23,208	300	150	0	0	0	0	0	0	0	0	23,658
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	10	0	0	0	0	0	0	0	0	0	0	10
Project Contingency	0	0	50	0	0	0	0	0	0	0	0	50
<b>Total SANDAG</b>	<b>\$29,437</b>	<b>\$373</b>	<b>\$315</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,175</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$29,437</b>	<b>\$373</b>	<b>\$315</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,175</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72290001 FTA 5307 CA-96-X027 ARRA	\$2,432	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,432
<b>State</b>												
85130001 Prop 1B - SLPP	4,658	0	0	0	0	0	0	0	0	0	0	4,658
<b>Local</b>												
91000100 TransNet-MC	15,021	373	315	50	0	0	0	0	0	0	0	15,759
92060001 MTS	7,326	0	0	0	0	0	0	0	0	0	0	7,326
<b>Total</b>	<b>\$29,437</b>	<b>\$373</b>	<b>\$315</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,175</b>

<b>Project Number: 1212501</b> <b>RTIP Number: CAL68</b> <b>Project Name: SR 94/SR 125 South to East Connector</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Andrew Rice</b> <b>PM Phone Number: (619) 688-3284</b>		
<b>Project Scope</b> Design of southbound SR 125 to eastbound SR 94 direct connector.		<b>Site Location</b> 		<b>Progress to Date</b> Design will begin in summer 2019.	
<b>Project Limits</b> On SR 94 and SR 125 from Lemon Avenue to Bancroft Drive.				<b>Major Milestones</b>	
				Draft Environmental Document Feb-15 Final Environmental Document Dec-15 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**

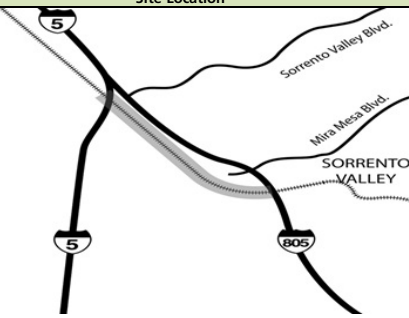
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$32	\$0	\$25	\$32	\$22	\$0	\$0	\$0	\$0	\$0	\$0	\$111
Environmental Document	1,528	0	0	0	0	0	0	0	0	0	0	1,528
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$1,560</b>	<b>\$0</b>	<b>\$25</b>	<b>\$32</b>	<b>\$22</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,639</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$5,275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,275
Design	0	0	2,500	3,200	2,248	0	0	0	0	0	0	7,948
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	1,378	0	0	0	0	0	0	0	0	0	0	1,378
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$6,653</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$3,200</b>	<b>\$2,248</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,601</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$8,213</b>	<b>\$0</b>	<b>\$2,525</b>	<b>\$3,232</b>	<b>\$2,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,240</b>
TransNet Pass-Through	\$275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
SHA	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26
STIP-APDE	0	0	2,500	3,200	2,248	0	0	0	0	0	0	7,948
TCRP	6,352	0	0	0	0	0	0	0	0	0	0	6,352
<b>Local</b>												
91000100 TransNet -MC	1,835	0	25	32	22	0	0	0	0	0	0	1,914
<b>Total</b>	<b>\$8,213</b>	<b>\$0</b>	<b>\$2,525</b>	<b>\$3,232</b>	<b>\$2,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,240</b>

<b>Project Number: 1239801</b> <b>RTIP Number: SAN29</b> <b>Project Name: Sorrento to Miramar Phase 1</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Pete d'Ablaing</b> <b>PM Phone Number: (619) 699-1906</b>		
<b>Project Scope</b> Convert 1.1 miles of single track to double track, construct a new bridge, and install new signals.		<b>Site Location</b> 		<b>Progress to Date</b> Project is open to the public. Completion of final construction activities are in progress.	
<b>Project Limits</b> On coastal rail corridor from Control Point (CP) Pines near Roselle Street to CP Carroll near I-805.				<b>Major Milestones</b>	
				Draft Environmental Document Sep-09 Final Environmental Document Nov-09 Ready to Advertise Jun-11 Begin Construction Sep-11 Open to Public Apr-14 Construction Complete Jun-19	

**SANDAG Expenditure Plan (\$000)**

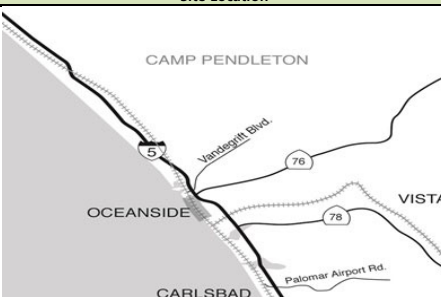
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,741	\$10	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,761
Environmental Document	1,418	0	1	0	0	0	0	0	0	0	0	1,419
Design	3,171	0	0	0	0	0	0	0	0	0	0	3,171
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	1,488	2	0	0	0	0	0	0	0	0	0	1,490
Construction Support	4,816	33	0	0	0	0	0	0	0	0	0	4,849
Construction Capital	30,217	25	25	0	0	0	0	0	0	0	0	30,267
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	1	0	1	0	0	0	0	0	0	0	0	2
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	152	0	0	0	0	0	0	0	0	152
<b>Total SANDAG</b>	<b>\$43,852</b>	<b>\$70</b>	<b>\$189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,111</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200
Design	330	0	0	0	0	0	0	0	0	0	0	330
Right-of-Way Support	770	0	0	0	0	0	0	0	0	0	0	770
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total NCTD</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300</b>
<b>Total SANDAG &amp; NCTD</b>	<b>\$45,152</b>	<b>\$70</b>	<b>\$189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,411</b>

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
83010001 STIP-IIP	\$1,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900
85130001 TCIF	10,800	0	0	0	0	0	0	0	0	0	0	10,800
STIP-IIP	1,300	0	0	0	0	0	0	0	0	0	0	1,300
<b>Local</b>												
91000100 TransNet-MC	31,152	70	189	0	0	0	0	0	0	0	0	31,411
<b>Total</b>	<b>\$45,152</b>	<b>\$70</b>	<b>\$189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,411</b>

<b>Project Number: 1239803</b> <b>RTIP Number: SAN116 (Part of SAN114)</b> <b>Project Name: Oceanside Station Pass-Through Track</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Tim DeWitt</b> <b>PM Phone Number: (619) 699-1935</b>		
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>		
Install third track at station to facilitate train passing and improve operations.			Project is open to the public. Completion of remaining construction items is underway.		
<b>Project Limits</b>			<b>Major Milestones</b>		
On coastal rail corridor at Oceanside Transit Center.			Draft Environmental Document	Apr-11	
			Final Environmental Document	Aug-11	
			Ready to Advertise	Sep-15	
			Begin Construction	Mar-16	
			Open to Public	Nov-17	
			Construction Complete	Dec-19	

#### SANDAG Expenditure Plan (\$000)

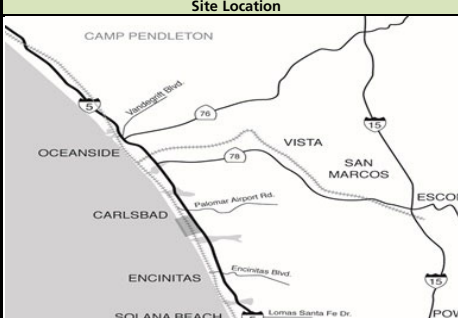
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,790	\$50	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,860
Environmental Document	53	0	0	0	0	0	0	0	0	0	0	53
Design	3,190	0	0	0	0	0	0	0	0	0	0	3,190
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	5,448	126	0	0	0	0	0	0	0	0	0	5,574
Construction Capital	17,473	77	0	0	0	0	0	0	0	0	0	17,550
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	5	0	0	0	0	0	0	0	0	0	0	5
Communications	80	1	0	0	0	0	0	0	0	0	0	81
Project Contingency	0	0	15	0	0	0	0	0	0	0	0	15
<b>Total SANDAG</b>	<b>\$28,039</b>	<b>\$254</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,328</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$28,039</b>	<b>\$254</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,328</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72430001 FTA 5307 CA-90-Z282	\$945	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$945
72800002 FTA 5339 CA-34-0034	2,721	0	0	0	0	0	0	0	0	0	0	2,721
75460001 FRA-ARRA	3,360	0	0	0	0	0	0	0	0	0	0	3,360
<b>Local</b>												
91000100 TransNet -MC	20,664	254	35	0	0	0	0	0	0	0	0	20,953
92060001 City of Oceanside (TransNet-LSI)	48	0	0	0	0	0	0	0	0	0	0	48
91060000 NCTD	301	0	0	0	0	0	0	0	0	0	0	301
<b>Total</b>	<b>\$28,039</b>	<b>\$254</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,328</b>

<b>Project Number:</b> 1239805 <b>RTIP Number:</b> SAN117 (Part of SAN114) <b>Project Name:</b> Poinsettia Station Improvements		<b>Corridor Director:</b> Bruce Smith <b>Project Manager:</b> Angela Anderson <b>PM Phone Number:</b> (619) 699-6934												
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>												
Construct a new grade-separated pedestrian crossing, install new platform, fence, reconfigure tracks, and signals and track improvements.		Construction is 65 percent complete.												
<b>Project Limits</b>		<b>Major Milestones</b>												
On coastal rail corridor at Poinsettia Station.		<table><tr><td>Draft Environmental Document</td><td>Nov-11</td></tr><tr><td>Final Environmental Document</td><td>Mar-12</td></tr><tr><td>Ready to Advertise</td><td>Sep-17</td></tr><tr><td>Begin Construction</td><td>Feb-18</td></tr><tr><td>Open to Public</td><td>Dec-19</td></tr><tr><td>Construction Complete</td><td>Dec-20</td></tr></table>		Draft Environmental Document	Nov-11	Final Environmental Document	Mar-12	Ready to Advertise	Sep-17	Begin Construction	Feb-18	Open to Public	Dec-19	Construction Complete
Draft Environmental Document	Nov-11													
Final Environmental Document	Mar-12													
Ready to Advertise	Sep-17													
Begin Construction	Feb-18													
Open to Public	Dec-19													
Construction Complete	Dec-20													

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,465	\$320	\$200	\$23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,008
Environmental Document	327	0	0	0	0	0	0	0	0	0	0	327
Design	2,389	0	0	0	0	0	0	0	0	0	0	2,389
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,280	3,267	1,527	100	0	0	0	0	0	0	0	6,174
Construction Capital	2,320	12,800	6,301	0	0	0	0	0	0	0	0	21,421
Vehicles	0	3	0	0	0	0	0	0	0	0	0	3
Legal Services	0	5	10	0	0	0	0	0	0	0	0	15
Communications	36	80	76	0	0	0	0	0	0	0	0	192
Project Contingency	0	675	544	0	0	0	0	0	0	0	0	1,219
<b>Total SANDAG</b>	<b>\$7,817</b>	<b>\$17,150</b>	<b>\$8,658</b>	<b>\$123</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,748</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$7,817</b>	<b>\$17,150</b>	<b>\$8,658</b>	<b>\$123</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,748</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72240001 FTA 5307 CA-2017-090	\$0	\$820	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$820
72340001 FTA 5307 CA-95-X129	6,451	3,685	0	0	0	0	0	0	0	0	0	10,136
73010001 FTA 5339 CA-34-0034	136	2,464	0	0	0	0	0	0	0	0	0	2,600
<b>State</b>												
85170001 TIRCP	360	3,657	0	0	0	0	0	0	0	0	0	4,017
<b>Local</b>												
91000100 TransNet -MC	870	6,524	8,658	123	0	0	0	0	0	0	0	16,175
<b>Total</b>	<b>\$7,817</b>	<b>\$17,150</b>	<b>\$8,658</b>	<b>\$123</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,748</b>

Project Number: 1239806 RTIP Number: SAN73 Project Name: San Elijo Lagoon Double Track		Corridor Director: Bruce Smith Project Manager: Allie DeVaux PM Phone Number: (619) 235-2635	
Project Scope	Site Location	Progress to Date	
Install 1.5 miles of new double track, replace Bridge 240.4, reconfigure Control Point Cardiff with double crossovers, install new signals, and drainage structures.		Construction is 95 percent complete.	
Project Limits		Major Milestones	
On coastal rail corridor in Cardiff and across San Elijo Lagoon from Mile Post (MP) 239.2 near Montgomery Avenue to MP 241.3 in Solana Beach.	Draft Environmental Document		Mar-12
	Final Environmental Document		Mar-12
	Ready to Advertise		Apr-16
	Begin Construction		Dec-16
	Open to Public		Oct-19
	Construction Complete		Oct-20

#### SANDAG Expenditure Plan (\$000)

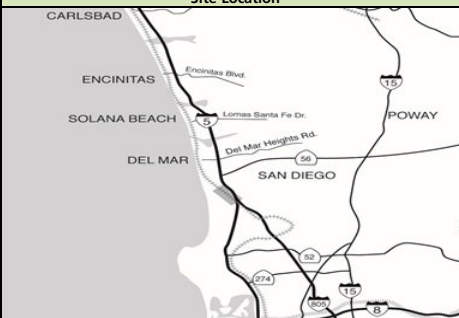
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,844	\$416	\$97	\$42	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,399
Environmental Document	1,171	0	0	0	0	0	0	0	0	0	0	1,171
Design	8,616	1	0	0	0	0	0	0	0	0	0	8,617
Right-of-Way Support	0	15	10	0	0	0	0	0	0	0	0	25
Right-of-Way Capital	15	0	0	0	0	0	0	0	0	0	0	15
Construction Support	7,333	3,266	286	0	0	0	0	0	0	0	0	10,885
Construction Capital	2	0	0	0	0	0	0	0	0	0	0	2
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	5	10	0	0	0	0	0	0	0	0	15
Communications	71	167	39	0	0	0	0	0	0	0	0	277
Project Contingency	0	650	0	0	0	0	0	0	0	0	0	650
<b>Total SANDAG</b>	<b>\$20,052</b>	<b>\$4,520</b>	<b>\$442</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,056</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	900	0	0	0	0	0	0	0	0	0	0	900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	75	1,925	250	0	0	0	0	0	0	0	0	2,250
Construction Capital	35,436	12,207	3,200	0	0	0	0	0	0	0	0	50,843
<b>Total Caltrans</b>	<b>\$36,411</b>	<b>\$14,132</b>	<b>\$3,450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,993</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$56,463</b>	<b>\$18,652</b>	<b>\$3,892</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,049</b>
TransNet Pass-Through	\$5,730	\$3,592	\$328	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,650

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74100001 FTA 5307 CA-95-X129	\$9,413	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,413
<b>State</b>												
Prop 1B-TCIF	2,066	1,982	295	0	0	0	0	0	0	0	0	4,343
PTA-STIP	28,614	8,668	2,718	0	0	0	0	0	0	0	0	40,000
<b>Local</b>												
91000100 TransNet -MC	16,370	8,002	879	42	0	0	0	0	0	0	0	25,293
<b>Total</b>	<b>\$56,463</b>	<b>\$18,652</b>	<b>\$3,892</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,049</b>

<b>Project Number: 1239807</b> <b>RTIP Number: SAN119</b> <b>Project Name: Sorrento Valley Double Track</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Alexandra DeVaux</b> <b>PM Phone Number: (619) 235-2635</b>		
<b>Project Scope</b> Convert 1.1 miles of single track to double track, raise tracks, construct one new bridge and replace one bridge with a culvert, expand parking lot at Sorrento Valley Station, and install new signals.		<b>Site Location</b> 		<b>Progress to Date</b> Project opened to the public in 2015. Close out is in process.	
<b>Project Limits</b> On coastal rail corridor from Mile Post (MP) 247.8 to MP 248.9 just north of Sorrento Valley Station.				<b>Major Milestones</b>	
				Draft Environmental Document Jan-11 Final Environmental Document Mar-12 Ready to Advertise Aug-13 Begin Construction Feb-14 Open to Public May-15 Construction Complete Jul-19	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,294	\$53	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,357
Environmental Document	1,211	0	0	0	0	0	0	0	0	0	0	1,211
Design	2,849	0	0	0	0	0	0	0	0	0	0	2,849
Right-of-Way Support	218	0	0	0	0	0	0	0	0	0	0	218
Right-of-Way Capital	104	0	0	0	0	0	0	0	0	0	0	104
Construction Support	5,585	70	5	0	0	0	0	0	0	0	0	5,660
Construction Capital	20,201	2	0	0	0	0	0	0	0	0	0	20,203
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	94	0	0	0	0	0	0	0	0	0	0	94
Communications	110	3	0	0	0	0	0	0	0	0	0	113
Project Contingency	0	150	30	0	0	0	0	0	0	0	0	180
<b>Total SANDAG</b>	<b>\$32,666</b>	<b>\$278</b>	<b>\$45</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,989</b>

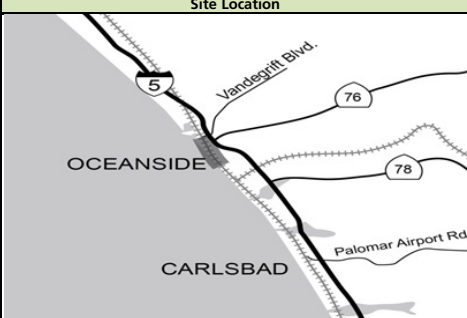
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$32,666</b>	<b>\$278</b>	<b>\$45</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,989</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72340001 FTA 5307 CA-95-X129	\$16,728	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,728
<b>State</b>												
85130001 TCIF	12,055	0	0	0	0	0	0	0	0	0	0	12,055
<b>Local</b>												
91000100 TransNet-MC	3,577	278	45	0	0	0	0	0	0	0	0	3,900
92060001 Miscellaneous Revenue	306	0	0	0	0	0	0	0	0	0	0	306
<b>Total</b>	<b>\$32,666</b>	<b>\$278</b>	<b>\$45</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,989</b>



<b>Project Number: 1239809</b> <b>RTIP Number: SAN64</b> <b>Project Name: Eastbrook to Shell Double Track</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Tim DeWitt</b> <b>PM Phone Number: (619) 699-1935</b>		
<b>Project Scope</b> Design 0.6 miles of double track, a new bridge, and new signals.		<b>Site Location</b> 		<b>Progress to Date</b> Final design is in progress.	
<b>Project Limits</b> On coastal rail corridor from Control Point (CP) Eastbrook near Harbor Drive to CP Shell near Surfrider Way.		<b>Major Milestones</b>			
		Draft Environmental Document		Jul-14	
		Final Environmental Document		Sep-14	
		Ready to Advertise		TBD	
		Begin Construction		TBD	
		Open to Public		TBD	
		Construction Complete		TBD	

#### SANDAG Expenditure Plan (\$000)

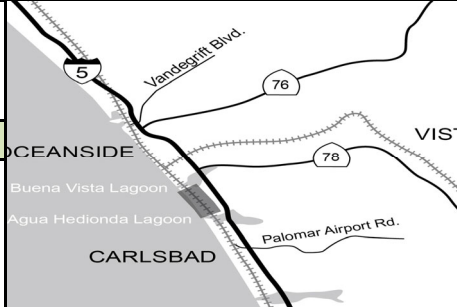
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,178	\$121	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,499
Environmental Document	4,475	200	0	0	0	0	0	0	0	0	0	4,675
Design	530	1,000	2,131	0	0	0	0	0	0	0	0	3,661
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	10	10	0	0	0	0	0	0	0	0	20
Communications	17	10	38	0	0	0	0	0	0	0	0	65
Project Contingency	0	0	606	0	0	0	0	0	0	0	0	606
<b>Total SANDAG</b>	<b>\$6,200</b>	<b>\$1,341</b>	<b>\$2,985</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,526</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$6,200</b>	<b>\$1,341</b>	<b>\$2,985</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,526</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75470001 FRA-PRIIA	\$3,526	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,526
<b>State</b>												
82500001 SB1-LPP	0	671	1,329	0	0	0	0	0	0	0	0	2,000
<b>Local</b>												
91000100 TransNet-MC	2,674	670	1,656	0	0	0	0	0	0	0	0	5,000
<b>Total</b>	<b>\$6,200</b>	<b>\$1,341</b>	<b>\$2,985</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,526</b>

Project Number: 1239810 RTIP Number: SAN130 (Part of SAN114) Project Name: Carlsbad Village Double Track		Corridor Director: Bruce Smith Project Manager: Tim DeWitt PM Phone Number: (619) 699-1935	
Project Scope	Site Location	Progress to Date	
Conduct feasibility study of two rail trench alternatives; prepare final environmental document and 30 percent design for 1.0 miles of double track, a new bridge across Buena Vista Lagoon, and new signals.		Environmental clearance and feasibility study are complete.	
Project Limits		Major Milestones	
On coastal rail corridor from Mile Post (MP) 228.4 near Kelly Street to MP 229.5 near Carlsbad Boulevard across Buena Vista Lagoon and near Carlsbad Village Station.	Draft Environmental Document		May-18
	Final Environmental Document		May-19
	Ready to Advertise		TBD
	Begin Construction		TBD
	Open to Public		TBD
	Construction Complete		TBD

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,019	\$50	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,077
Environmental Document	1,570	90	0	0	0	0	0	0	0	0	0	1,660
Design	74	0	0	0	0	0	0	0	0	0	0	74
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	10	0	0	0	0	0	0	0	0	0	10
Communications	20	11	0	0	0	0	0	0	0	0	0	31
Project Contingency	0	500	228	0	0	0	0	0	0	0	0	728
<b>Total SANDAG</b>	<b>\$2,683</b>	<b>\$661</b>	<b>\$236</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,580</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$2,683</b>	<b>\$661</b>	<b>\$236</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,580</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75470001 FRA-PRIA	\$380	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$380
<b>Local</b>												
91000100 TransNet-MC	2,303	661	236	0	0	0	0	0	0	0	0	3,200
<b>Total</b>	<b>\$2,683</b>	<b>\$661</b>	<b>\$236</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,580</b>

<b>Project Number: 1239811</b> <b>RTIP Number: SAN132</b> <b>Project Name: Elvira to Morena Double Track</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Pete d'Ablaing</b> <b>PM Phone Number: (619) 699-1906</b>		
<b>Project Scope</b> Convert 2.6 miles of single track to double track and install new signals. Construct new/replacement bridges at Mile Post 260.4, 259.6, 259.1 and 258.6. Construct new water/sewer facilities for the City of San Diego between Friars Road and SR 52. Construct universal crossover at Contol Point (CP) Rose and signaling.		<b>Site Location</b> 		<b>Progress to Date</b> Construction is 75 percent complete.	
<b>Project Limits</b> On coastal rail corridor from CP Elvira near SR 52 to CP Friar near Friars Road.				<b>Major Milestones</b>	
				Draft Environmental Document	Oct-14
				Final Environmental Document	Mar-15
				Ready to Advertise	Apr-15
				Begin Construction	Mar-17
				Open to Public	Nov-20
				Construction Complete	Jul-21

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$3,863	\$450	\$300	\$50	\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$4,700
Environmental Document	4,489	200	94	0	0	0	0	0	0	0	0	4,783
Design	14,167	383	0	0	0	0	0	0	0	0	0	14,550
Right-of-Way Support	433	54	113	0	0	0	0	0	0	0	0	600
Right-of-Way Capital	930	119	251	0	0	0	0	0	0	0	0	1,300
Construction Support	17,321	4,500	4,100	500	55	0	0	0	0	0	0	26,476
Construction Capital	102,353	24,702	5,000	2,600	95	0	0	0	0	0	0	134,750
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	11	65	20	50	0	0	0	0	0	0	0	146
Communications	2	105	93	0	0	0	0	0	0	0	0	200
Project Contingency	0	0	0	1,620	0	0	0	0	0	0	0	1,620
<b>Total SANDAG</b>	<b>\$143,569</b>	<b>\$30,578</b>	<b>\$9,971</b>	<b>\$4,820</b>	<b>\$187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,125</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$143,569</b>	<b>\$30,578</b>	<b>\$9,971</b>	<b>\$4,820</b>	<b>\$187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,125</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72310001 FTA 5307 CA-2018-043	\$11,810	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,810
72340001 FTA 5307 CA-95-X129	42,756	0	0	0	0	0	0	0	0	0	0	\$42,756
75470001 FRA-PRIIA	9,920	0	0	0	0	0	0	0	0	0	0	\$9,920
<b>State</b>												
85090001 TCRP	4,052	0	0	0	0	0	0	0	0	0	0	\$4,052
85170001 TIRCP	39,015	19,370	3,598	0	0	0	0	0	0	0	0	\$61,983
<b>Local</b>												
91000100 TransNet -MC	20,414	10,317	6,373	4,820	187	0	0	0	0	0	0	\$42,111
91030001 City of San Diego	15,602	891	0	0	0	0	0	0	0	0	0	\$16,493
<b>Total</b>	<b>\$143,569</b>	<b>\$30,578</b>	<b>\$9,971</b>	<b>\$4,820</b>	<b>\$187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,125</b>

<b>Project Number: 1239812</b> <b>RTIP Number: SAN29</b> <b>Project Name: Sorrento to Miramar Phase 2</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Tim DeWitt</b> <b>PM Phone Number: (619) 699-1935</b>		
<b>Project Scope</b> Final environmental, design and right-of-way activities for 1.9 miles of double track, curve straightening, and new signals.		<b>Site Location</b> 		<b>Progress to Date</b> Design is 60 percent complete.	
<b>Project Limits</b> On coastal rail corridor from Mile Post (MP) 251 near I-805 to MP 253 near Miramar Road.				<b>Major Milestones</b>	
				Draft Environmental Document Nov-16 Final Environmental Document Jul-18 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,831	\$151	\$200	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,197
Environmental Document	2,874	1	0	0	0	0	0	0	0	0	0	2,875
Design	2,729	1,000	4,905	200	0	0	0	0	0	0	0	8,834
Right-of-Way Support	206	80	170	0	0	0	0	0	0	0	0	456
Right-of-Way Capital	0	0	11,250	3,750	0	0	0	0	0	0	0	15,000
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	1	0	0	0	0	0	0	0	0	0	0	1
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	10	27	0	0	0	0	0	0	0	0	37
Communications	30	10	0	0	0	0	0	0	0	0	0	40
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$7,671</b>	<b>\$1,252</b>	<b>\$16,552</b>	<b>\$3,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,440</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$7,671</b>	<b>\$1,252</b>	<b>\$16,552</b>	<b>\$3,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,440</b>

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75470001 FRA-PRIA	\$3,102	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,102
<b>State</b>												
82500001 SB1-LPP	0	0	1,720	0	0	0	0	0	0	0	0	1,720
83010001 STIP-IIP	2,000	0	0	0	0	0	0	0	0	0	0	2,000
82500005 SB1 TCEP	0	0	7,875	2,625	0	0	0	0	0	0	0	10,500
<b>Local</b>												
91000100 TransNet-MC	2,569	1,252	6,957	1,340	0	0	0	0	0	0	0	12,118
<b>Total</b>	<b>\$7,671</b>	<b>\$1,252</b>	<b>\$16,552</b>	<b>\$3,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,440</b>

<b>Project Number: 1239813</b> <b>RTIP Number: SAN30 (Part of SAN114)</b> <b>Project Name: San Dieguito Lagoon Double Track and Platform</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Angela Anderson</b> <b>PM Phone Number: (619) 699-6934</b>		
<b>Project Scope</b> Prepare final environmental document and 100 percent design for 2.1 miles of double track and San Dieguito Bridge replacement. Project includes construction of a platform at the Del Mar Fairgrounds.		<b>Site Location</b> 		<b>Progress to Date</b> Design is 70 percent complete.	
<b>Project Limits</b> On coastal rail corridor from north of Control Point (CP) Valley (Mile Post [MP] 242.2) in the City of Solana Beach to south of CP Del Mar (MP 243.9) in the City of Del Mar.				<b>Major Milestones</b>	
				Draft Environmental Document	Oct-14
				Final Environmental Document	Jan-16
				Ready to Advertise	TBD
				Begin Construction	TBD
				Open to Public	TBD
				Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

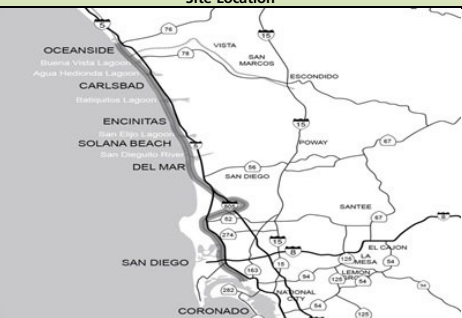
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,829	\$211	\$225	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,265
Environmental Document	4,008	8	0	0	0	0	0	0	0	0	0	4,016
Design	3,420	2,500	4,140	0	0	0	0	0	0	0	0	10,060
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	4	10	0	0	0	0	0	0	0	0	14
Communications	77	3	10	0	0	0	0	0	0	0	0	90
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$9,334</b>	<b>\$2,726</b>	<b>\$4,385</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,445</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$9,334</b>	<b>\$2,726</b>	<b>\$4,385</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,445</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75470001 FRA-PRIIA	\$6,705	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,705
<b>State</b>												
82500001 SB1-LPP	0	1,308	2,192	0	0	0	0	0	0	0	0	3,500
<b>Local</b>												
91000100 TransNet-MC	2,629	1,418	2,193	0	0	0	0	0	0	0	0	6,240
<b>Total</b>	<b>\$9,334</b>	<b>\$2,726</b>	<b>\$4,385</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,445</b>

<b>Project Number: 1239814</b> <b>RTIP Number: SAN149 (Part of SAN114)</b> <b>Project Name: COASTER Preliminary Engineering</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Tim DeWitt</b> <b>PM Phone Number: (619) 699-1935</b>		
<b>Project Scope</b> Conduct preliminary engineering for prioritization of COASTER improvement projects. Preparation of Project Study Reports, design criteria, standard plans, and funding applications to better define future projects.		<b>Site Location</b> 		<b>Progress to Date</b> Ongoing preliminary engineering and project prioritization of COASTER improvement projects.	
<b>Project Limits</b> On coastal rail corridor from Santa Fe Depot to Stuart Mesa Maintenance Facility.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise N/A Begin Construction N/A Open to Public N/A Construction Complete N/A	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$158	\$27	\$60	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$265
Environmental Document	815	22	50	20	0	0	0	0	0	0	0	907
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	50	0	0	0	0	0	0	0	0	50
<b>Total SANDAG</b>	<b>\$973</b>	<b>\$49</b>	<b>\$160</b>	<b>\$40</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,222</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$973</b>	<b>\$49</b>	<b>\$160</b>	<b>\$40</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,222</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-MC	\$973	\$49	\$160	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,222
<b>Total</b>	<b>\$973</b>	<b>\$49</b>	<b>\$160</b>	<b>\$40</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,222</b>

<b>Project Number: 1239815</b> <b>RTIP Number: SAN182 (part of SAN114)</b> <b>Project Name: San Diego River Bridge</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Pete d'Ablaing</b> <b>PM Phone Number: (619) 699-1906</b>		
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>		
Construct 0.9 miles of double track and a new bridge.			Construction is 90 percent complete.		
<b>Project Limits</b>			<b>Major Milestones</b>		
On coastal rail corridor over San Diego River from Mile Post (MP) 263.2 to MP 264.1.			Draft Environmental Document Apr-14 Final Environmental Document Jul-14 Ready to Advertise Jul-15 Begin Construction Sep-16 Open to Public Nov-20 Construction Complete Sep-21		

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,999	\$316	\$300	\$150	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$2,815
Environmental Document	3,165	52	0	0	0	0	0	0	0	0	0	3,217
Design	5,820	238	0	0	0	0	0	0	0	0	0	6,058
Right-of-Way Support	56	43	0	0	0	0	0	0	0	0	0	99
Right-of-Way Capital	457	528	0	0	0	0	0	0	0	0	0	985
Construction Support	6,609	3,000	1,250	197	0	0	0	0	0	0	0	11,056
Construction Capital	47,226	18,000	3,460	0	0	0	0	0	0	0	0	68,686
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	80	51	20	0	0	0	0	0	0	0	0	151
Communications	0	66	33	0	0	0	0	0	0	0	0	99
Project Contingency	0	0	700	0	0	0	0	0	0	0	0	700
<b>Total SANDAG</b>	<b>\$65,412</b>	<b>\$22,294</b>	<b>\$5,763</b>	<b>\$347</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,866</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$65,412</b>	<b>\$22,294</b>	<b>\$5,763</b>	<b>\$347</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,866</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72320001 FTA 5307 CA-90-Z207	\$0	\$1,230	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,230
72340001 FTA 5307 CA-90-Z282	0	2,400	0	0	0	0	0	0	0	0	0	2,400
72340001 FTA 5307 CA-95-X129	57,813	1,341	0	0	0	0	0	0	0	0	0	59,154
72380001 FTA 5307 CA-90-Z091	0	1,315	0	0	0	0	0	0	0	0	0	1,315
72450001 FTA 5307 CA-2018-043	0	13,000	2,000	0	0	0	0	0	0	0	0	15,000
<b>Local</b>												
91000100 TransNet -MC	7,599	3,008	3,763	347	50	0	0	0	0	0	0	14,767
<b>Total</b>	<b>\$65,412</b>	<b>\$22,294</b>	<b>\$5,763</b>	<b>\$347</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,866</b>

<b>Project Number: 1239816</b> <b>RTIP Number: SAN183 (part of SAN114)</b> <b>Project Name: Batiquitos Lagoon Double Track</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Tim DeWitt</b> <b>PM Phone Number: (619) 699-1935</b>		
<b>Project Scope</b> Design of 0.8 miles of double track and a new bridge over Batiquitos Lagoon.		<b>Site Location</b> 		<b>Progress to Date</b> Design is 75 percent complete.	
<b>Project Limits</b> On coastal rail corridor over Batiquitos Lagoon from Mile Post (MP) 234.5 to MP 235.5.				<b>Major Milestones</b>	
				Draft Environmental Document	Apr-14
				Final Environmental Document	Jul-14
				Ready to Advertise	Jan-17
				Begin Construction	TBD
				Open to Public	TBD
				Construction Complete	TBD

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,317	\$450	\$450	\$450	\$450	\$225	\$0	\$0	\$0	\$0	\$0	\$3,342
Environmental Document	3,163	5	16	0	0	0	0	0	0	0	0	3,184
Design	3,717	908	1,396	0	0	0	0	0	0	0	0	6,021
Right-of-Way Support	0	0	43	0	0	0	0	0	0	0	0	43
Right-of-Way Capital	0	0	48	0	0	0	0	0	0	0	0	48
Construction Support	152	100	200	353	0	0	0	0	0	0	0	805
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	106	0	0	0	0	0	0	0	0	106
Communications	16	0	50	50	0	0	0	0	0	0	0	116
Project Contingency	0	0	0	483	0	0	0	0	0	0	0	483
<b>Total SANDAG</b>	<b>\$8,365</b>	<b>\$1,463</b>	<b>\$2,309</b>	<b>\$1,336</b>	<b>\$450</b>	<b>\$225</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,148</b>

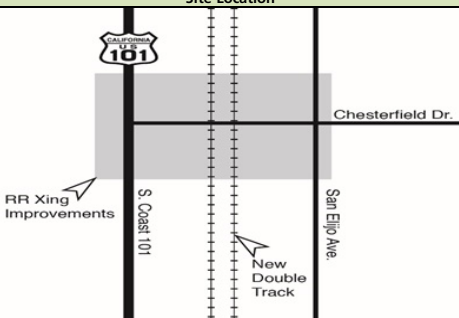
**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	655	50	0	0	0	0	0	0	0	0	0	705
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$655</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$705</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$9,020</b>	<b>\$1,513</b>	<b>\$2,309</b>	<b>\$1,336</b>	<b>\$450</b>	<b>\$225</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,853</b>
TransNet Pass-Through	\$655	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$705

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72340001 FTA 5307 CA-95-X129	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
<b>State</b>												
82500001 SB1-LPP	0	756	494	0	0	0	0	0	0	0	0	1,250
<b>Local</b>												
91000100 TransNet-MC	4,020	757	1,815	1,336	450	225	0	0	0	0	0	8,603
<b>Total</b>	<b>\$9,020</b>	<b>\$1,513</b>	<b>\$2,309</b>	<b>\$1,336</b>	<b>\$450</b>	<b>\$225</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,853</b>



<b>Project Number: 1239817</b> <b>RTIP Number: SAN73A</b> <b>Project Name: Chesterfield Drive Crossing Improvements</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Danny Veeh</b> <b>PM Phone Number: (619) 699-7317</b>		
<b>Project Scope</b> Complete final design and construct at-grade crossing improvements including all bike and pedestrian facilities, double-track rail, signals, and safety improvements at Chesterfield Drive.		<b>Site Location</b> 		<b>Progress to Date</b> Construction is 95 percent complete.	
<b>Project Limits</b> On Chesterfield Drive in the City of Encinitas, between Coast Highway 101 and San Elijo Avenue, and in the North County Transit District coastal rail corridor.				<b>Major Milestones</b>	
				Draft Environmental Document      Mar-12 Final Environmental Document      Mar-12 Ready to Advertise      Apr-16 Begin Construction      Dec-16 Open to Public      Oct-19 Construction Complete      Oct-20	

**SANDAG Expenditure Plan (\$000)**

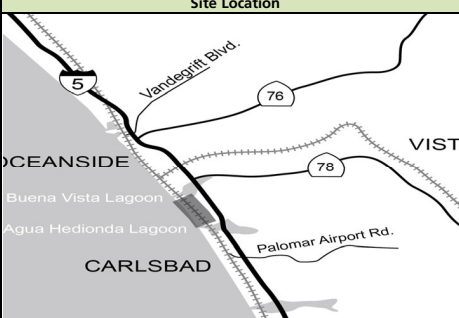
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$111	\$79	\$5	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	184	0	0	0	0	0	0	0	0	0	0	184
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	50	0	0	0	0	0	0	0	0	0	0	50
Construction Support	554	765	25	0	0	0	0	0	0	0	0	1,344
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	30	0	0	0	0	0	0	0	0	0	30
Project Contingency	0	47	0	0	0	0	0	0	0	0	0	47
<b>Total SANDAG</b>	<b>\$899</b>	<b>\$921</b>	<b>\$30</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,855</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	91	69	55	0	0	0	0	0	0	0	0	215
Construction Capital	2,654	1,493	592	0	0	0	0	0	0	0	0	4,739
<b>Total Caltrans</b>	<b>\$2,745</b>	<b>\$1,562</b>	<b>\$647</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,954</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$3,644</b>	<b>\$2,483</b>	<b>\$677</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,809</b>
TransNet Pass-Through	\$1,381	\$976	\$424	\$19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75470001 FRA-PRIIA	\$83	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$83
FRA-PRIIA	1,475	679	0	0	0	0	0	0	0	0	0	2,154
<b>Local</b>												
91000100 TransNet-BPNS	471	15	0	0	0	0	0	0	0	0	0	486
91000100 TransNet-MC	1,615	1,789	677	5	0	0	0	0	0	0	0	4,086
<b>Total</b>	<b>\$3,644</b>	<b>\$2,483</b>	<b>\$677</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,809</b>

<b>Project Number: 1239819</b> <b>RTIP Number: N/A</b> <b>Project Name: Carlsbad Village Double Track Trench</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Linda Culp</b> <b>PM Phone Number: (619) 699-6957</b>		
<b>Project Scope</b> Preliminary engineering for a future railroad trench in the City of Carlsbad.		<b>Site Location</b> 		<b>Progress to Date</b> Preliminary engineering and an alternatives analysis are underway.	
<b>Project Limits</b> On coastal rail corridor in Carlsbad at Mile Post (MP) 228.0 to MP 230.6, near the city's downtown village area.		<b>Major Milestones</b>			
				Draft Environmental Document      TBD Final Environmental Document      TBD Ready to Advertise      N/A Begin Construction      N/A Open to Public      N/A Construction Complete      N/A	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$7	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18
Environmental Document	0	178	173	0	0	0	0	0	0	0	0	351
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$185</b>	<b>\$184</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$369</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$0</b>	<b>\$185</b>	<b>\$184</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$369</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91030101 City of Carlsbad	\$0	\$185	\$184	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$369
<b>Total</b>	<b>\$0</b>	<b>\$185</b>	<b>\$184</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$369</b>

<b>Project Number: 1240001</b> <b>RTIP Number: SAN78</b> <b>Project Name: Mid-City Rapid Bus</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Andre Tayou</b> <b>PM Phone Number: (619) 699-7340</b>		
<b>Project Scope</b> Provide new Rapid Bus service including: consolidated transit stops, SR 15 transit plaza and Mid-City Centerline, synchronized traffic signals with extended green lights for buses, new low-floor vehicles, new shelters, improve waiting areas, real-time next-bus arrival signs, service frequency upgrade to every 10 minutes in the peak period, and every 15 minutes off-peak. Additional improvements include adding Traffic Signal Priority along Park Boulevard.		<b>Site Location</b> 		<b>Progress to Date</b> Mid-City Rapid opened for service in October 2014. Construction is complete. Closeout is in progress.	
<b>Project Limits</b> From San Diego State University to Downtown San Diego along El Cajon Boulevard, College Avenue, Park Boulevard, and Broadway, including Rapid stations located along SR 15 at the El Cajon Boulevard and University Avenue ramps.				<b>Major Milestones</b>	
				Draft Environmental Document Nov-08 Final Environmental Document Mar-09 Ready to Advertise Dec-12 Begin Construction May-13 Open to Public Oct-14 Construction Complete Apr-20	

#### SANDAG Expenditure Plan (\$000)

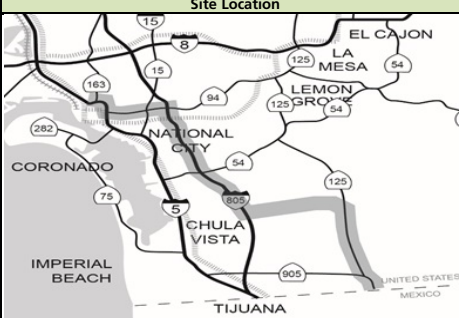
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,440	\$12	\$99	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,551
Environmental Document	987	0	0	0	0	0	0	0	0	0	0	987
Design	3,172	34	77	0	0	0	0	0	0	0	0	3,283
Right-of-Way Support	0	0	2	0	0	0	0	0	0	0	0	2
Right-of-Way Capital	230	0	5	0	0	0	0	0	0	0	0	235
Construction Support	2,900	5	62	0	0	0	0	0	0	0	0	2,967
Construction Capital	17,502	0	423	0	0	0	0	0	0	0	0	17,925
Vehicles	16,463	0	0	0	0	0	0	0	0	0	0	16,463
Legal Services	24	0	0	0	0	0	0	0	0	0	0	24
Communications	89	0	0	0	0	0	0	0	0	0	0	89
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$43,807</b>	<b>\$51</b>	<b>\$668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,526</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$43,807</b>	<b>\$51</b>	<b>\$668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,526</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
70240001 FTA 5309 CA-03-0723	\$729	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$729
70310001 FTA 5309 CA-03-0808	21,288	26	336	0	0	0	0	0	0	0	0	21,650
72210001 FTA 5307 CA-90-Y230	320	0	0	0	0	0	0	0	0	0	0	320
<b>Local</b>												
91000100 TransNet -MC	21,196	25	332	0	0	0	0	0	0	0	0	21,553
91000100 TransNet -T	274	0	0	0	0	0	0	0	0	0	0	274
<b>Total</b>	<b>\$43,807</b>	<b>\$51</b>	<b>\$668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,526</b>

<b>Project Number: 1280504</b> <b>RTIP Number: SAN47</b> <b>Project Name: South Bay BRT</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Omar Atayee</b> <b>PM Phone Number: (619) 595-5319</b>		
<b>Project Scope</b> Develop new <i>Rapid</i> transit service from the I-805/Palomar Direct Access Ramp to the Otay Mesa Border, including the construction of a guideway on East Palomar over SR 125, around Otay Ranch Town Center Mall and through the Millenia development. Construct seven new <i>Rapid</i> transit stations.		<b>Site Location</b> 		<b>Progress to Date</b> Project is open to the public. Final construction activities are underway.	
<b>Project Limits</b> From the Otay Mesa Border Crossing to Downtown San Diego along SR 125, Palomar Street, I-805, and SR 94.				<b>Major Milestones</b>	
				Draft Environmental Document Jan-13 Final Environmental Document Jul-13 Ready to Advertise May-15 Begin Construction Jan-16 Open to Public Jan-19 Construction Complete Jul-20	

**SANDAG Expenditure Plan (\$000)**


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$5,319	\$521	\$70	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,915
Environmental Document	8,649	0	0	0	0	0	0	0	0	0	0	8,649
Design	10,159	0	0	0	0	0	0	0	0	0	0	10,159
Right-of-Way Support	133	50	0	0	0	0	0	0	0	0	0	183
Right-of-Way Capital	2,851	20	0	0	0	0	0	0	0	0	0	2,871
Construction Support	9,817	4,134	580	0	0	0	0	0	0	0	0	14,531
Construction Capital	47,968	25,000	4,118	0	0	0	0	0	0	0	0	77,086
Vehicles	5	0	0	0	0	0	0	0	0	0	0	5
Legal Services	147	18	0	0	0	0	0	0	0	0	0	165
Communications	487	453	71	0	0	0	0	0	0	0	0	1,011
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$85,535</b>	<b>\$30,196</b>	<b>\$4,839</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,575</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$834	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$834
Design	1,265	0	0	0	0	0	0	0	0	0	0	1,265
Right-of-Way Support	572	0	108	0	0	0	0	0	0	0	0	680
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	173	100	45	0	0	0	0	0	0	0	0	318
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$2,844</b>	<b>\$100</b>	<b>\$153</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,097</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$88,379</b>	<b>\$30,296</b>	<b>\$4,992</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123,672</b>
TransNet Pass-Through	\$2,865	\$100	\$132	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,097

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
70240001 FTA 5309 CA-03-0723	\$1,827	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,827
FTA 5307	545	0	0	0	0	0	0	0	0	0	0	545
<b>State</b>												
85170001 TIRCP	4,000	0	0	0	0	0	0	0	0	0	0	4,000
85170002 AHSCP	7,000	0	0	0	0	0	0	0	0	0	0	7,000
85170003 LCTOP	376	0	0	0	0	0	0	0	0	0	0	376
<b>Local</b>												
91000100 TransNet-MC	67,940	29,175	4,992	5	0	0	0	0	0	0	0	102,112
91000100 TransNet-T	148	0	0	0	0	0	0	0	0	0	0	148
91030111 City of Chula Vista	0	25	0	0	0	0	0	0	0	0	0	25
92060001 Miscellaneous Revenue	43	112	0	0	0	0	0	0	0	0	0	155
92060001 Otay Water District	0	984	0	0	0	0	0	0	0	0	0	984
93140001 SR 125 Toll Revenues	6,500	0	0	0	0	0	0	0	0	0	0	6,500
<b>Total</b>	<b>\$88,379</b>	<b>\$30,296</b>	<b>\$4,992</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123,672</b>

<b>Project Number: 1280505</b> <b>RTIP Number: CAL09C</b> <b>Project Name: I-805 HOV/Carroll Canyon Direct Access Ramp</b>			<b>Corridor Director: Allan Kosup</b> <b>Project Manager: Arturo Jacobo</b> <b>PM Phone Number: (619) 688-6816</b>		
<b>Project Scope</b> Construct two High Occupancy Vehicle (HOV) lanes and north facing Direct Access Ramp (DAR) at Carroll Canyon Road, and extend Carroll Canyon Road as a four-lane arterial from Scranton Road to Sorrento Valley Road.		<b>Site Location</b> 		<b>Progress to Date</b> HOV lanes and DAR are open to the public. Landscaping is 99 percent complete.	
<b>Project Limits</b> On I-805 from Carroll Canyon Road to I-5 in Sorrento Valley.				<b>Major Milestones</b>	
				Draft Environmental Document Jan-09 Final Environmental Document Apr-09 Ready to Advertise Nov-10 Begin Construction Jan-11 Open to Public Apr-14 Construction Complete Dec-19	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$693	\$5	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$699
Environmental Document	22	0	0	0	0	0	0	0	0	0	0	22
Design	3,299	0	0	0	0	0	0	0	0	0	0	3,299
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	392	2	0	0	0	0	0	0	0	0	0	394
Construction Capital	509	0	0	0	0	0	0	0	0	0	0	509
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$4,915</b>	<b>\$7</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,923</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$2,346	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,346
Design	10,242	0	0	0	0	0	0	0	0	0	0	10,242
Right-of-Way Support	1,384	0	0	0	0	0	0	0	0	0	0	1,384
Right-of-Way Capital	1,319	0	0	0	0	0	0	0	0	0	0	1,319
Construction Support	15,776	155	50	0	0	0	0	0	0	0	0	15,981
Construction Capital	58,858	390	0	0	0	0	0	0	0	0	0	59,248
<b>Total Caltrans</b>	<b>\$89,925</b>	<b>\$545</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,520</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$94,840</b>	<b>\$552</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,443</b>
TransNet Pass-Through	\$26,681	\$494	\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,212

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
RSTP - ARRA	\$51,817	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,817
<b>Local</b>												
91000100 TransNet-MC	31,530	552	51	0	0	0	0	0	0	0	0	32,133
92060001 Miscellaneous Project Revenue	2	0	0	0	0	0	0	0	0	0	0	2
City of San Diego	11,491	0	0	0	0	0	0	0	0	0	0	11,491
<b>Total</b>	<b>\$94,840</b>	<b>\$552</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,443</b>

<b>Project Number: 1280508</b> <b>RTIP Number: CAL67</b> <b>Project Name: SR 94 2HOV Lanes: I-805 to Downtown</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Andrew Rice</b> <b>PM Phone Number: (619) 688-3284</b>		
<b>Project Scope</b> Final environmental document for High Occupancy Vehicle (HOV) lanes in the median of SR 94, including direct connectors between I-805 and SR 94 for northbound-to-westbound and eastbound-to-southbound and between SR 94 and SR 15 for eastbound-to-northbound and southbound-to-westbound HOV/Rapid traffic.		<b>Site Location</b> 		<b>Progress to Date</b> Working with the local community to determine next steps.	
<b>Project Limits</b> On SR 94 from I-5 to I-805.				<b>Major Milestones</b>	
				Draft Environmental Document      TBD Final Environmental Document      TBD Ready to Advertise      TBD Begin Construction      TBD Open to Public      TBD Construction Complete      TBD	

**SANDAG Expenditure Plan (\$000)**


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$283	\$3	\$0	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$289
Environmental Document	2,797	0	0	0	0	0	0	0	0	0	0	2,797
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	4	790	0	0	0	0	0	0	0	794
<b>Total SANDAG</b>	<b>\$3,080</b>	<b>\$3</b>	<b>\$4</b>	<b>\$793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,880</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$18,220	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,220
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$18,220</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,220</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$21,300</b>	<b>\$3</b>	<b>\$4</b>	<b>\$793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,100</b>
TransNet Pass-Through	\$8,221	-\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,220

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
TCRP	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
<b>Local</b>												
91000100 TransNet-MC	11,300	3	4	793	0	0	0	0	0	0	0	12,100
<b>Total</b>	<b>\$21,300</b>	<b>\$3</b>	<b>\$4</b>	<b>\$793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,100</b>

<b>Project Number: 1280510</b> <b>RTIP Number: CAL78C</b> <b>Project Name: I-805 South: 2HOV and Direct Access Ramp</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Ramon Martinez</b> <b>PM Phone Number: (619) 688-2516</b>		
<b>Project Scope</b> Construct two High Occupancy Vehicle lanes between Palomar Street and SR 94, north-facing Direct Access Ramps (DAR) and transit station at Palomar Street, and general purpose lanes between Plaza Boulevard and SR.		<b>Site Location</b> 		<b>Progress to Date</b> The landscaping of the Palomar DAR is 70 percent complete. The project is in year two of a three-year duration for plant establishment.	
<b>Project Limits</b> On I-805 from Palomar Street to SR 94.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Nov-11 Begin Construction Mar-12 Open to Public Jan-17 Construction Complete Dec-22	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,535	\$70	\$36	\$2	\$1	\$28	\$0	\$0	\$0	\$0	\$0	\$1,672
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	5,842	0	0	0	0	0	0	0	0	0	0	5,842
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,125	0	0	0	0	0	0	0	0	0	0	1,125
Construction Capital	20	0	0	0	0	0	0	0	0	0	0	20
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	483	14	157	0	0	0	0	0	0	0	0	654
Project Contingency	0	0	1,277	0	0	0	0	0	0	0	0	1,277
<b>Total SANDAG</b>	<b>\$9,005</b>	<b>\$84</b>	<b>\$1,470</b>	<b>\$2</b>	<b>\$1</b>	<b>\$28</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,590</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	15,914	0	0	0	0	0	0	0	0	0	0	15,914
Right-of-Way Support	4,114	35	10	0	0	0	0	0	0	0	0	4,159
Right-of-Way Capital	2,734	1,404	0	0	0	0	0	0	0	0	0	4,138
Construction Support	34,150	690	348	31	3	3	0	0	0	0	0	35,225
Construction Capital	105,731	4,866	1,330	70	15	5	0	0	0	0	0	112,017
<b>Total Caltrans</b>	<b>\$162,643</b>	<b>\$6,995</b>	<b>\$1,688</b>	<b>\$101</b>	<b>\$18</b>	<b>\$8</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$171,453</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$171,648</b>	<b>\$7,079</b>	<b>\$3,158</b>	<b>\$103</b>	<b>\$19</b>	<b>\$36</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$182,043</b>
TransNet Pass-Through	\$104,320	\$5,550	\$1,688	\$101	\$18	\$8	\$0	\$0	\$0	\$0	\$0	\$111,685
County of San Diego Pass-Through	\$168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
Interstate Maintenance (IM)	\$975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$975
RSTP	1,548	0	0	0	0	0	0	0	0	0	0	1,548
<b>State</b>												
CMIA	56,763	0	0	0	0	0	0	0	0	0	0	56,763
SHOPP	82	0	0	0	0	0	0	0	0	0	0	82
<b>Local</b>												
91000100 TransNet-MC	112,112	6,847	3,158	103	19	36	0	0	0	0	0	122,275
91080001 County of San Diego	168	0	0	0	0	0	0	0	0	0	0	168
Otay Water District	0	232	0	0	0	0	0	0	0	0	0	232
<b>Total</b>	<b>\$171,648</b>	<b>\$7,079</b>	<b>\$3,158</b>	<b>\$103</b>	<b>\$19</b>	<b>\$36</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$182,043</b>

<b>Project Number: 1280511</b> <b>RTIP Number: CAL78B</b> <b>Project Name: I-805 North: 2 HOV Lanes</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Andrew Rice</b> <b>PM Phone Number: (619) 688-3284</b>		
<b>Project Scope</b> Construct two High Occupancy Vehicle lanes and a south-facing direct access ramp at Carroll Canyon Road.		<b>Site Location</b> 		<b>Progress to Date</b> Project opened to traffic in September 2016. Project currently in plant establishment.	
<b>Project Limits</b> On I-805 from SR 52 to Carroll Canyon Road.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Oct-11 Begin Construction Mar-12 Open to Public Sep-16 Construction Complete Dec-22	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$784	\$16	\$24	\$6	\$3	\$238	\$0	\$0	\$0	\$0	\$0	\$1,071
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	227	0	0	0	0	0	0	0	0	0	0	227
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,415	224	0	0	0	0	0	0	0	0	0	1,639
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	175	0	0	0	0	0	0	0	0	0	0	175
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$2,601</b>	<b>\$240</b>	<b>\$24</b>	<b>\$6</b>	<b>\$3</b>	<b>\$238</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,112</b>


#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	1,619	8	0	0	0	0	0	0	0	0	0	1,627
Right-of-Way Support	236	4	0	0	0	0	0	0	0	0	0	240
Right-of-Way Capital	275	0	0	0	0	0	0	0	0	0	0	275
Construction Support	18,523	576	250	250	250	487	0	0	0	0	0	20,336
Construction Capital	86,934	800	50	50	50	1,491	0	0	0	0	0	89,375
<b>Total Caltrans</b>	<b>\$107,587</b>	<b>\$1,388</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$1,978</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,853</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$110,188</b>	<b>\$1,628</b>	<b>\$324</b>	<b>\$306</b>	<b>\$303</b>	<b>\$2,216</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$114,965</b>
TransNet Pass-Through	\$3,598	\$1,511	\$300	\$300	\$300	\$1,978	\$0	\$0	\$0	\$0	\$0	\$7,987

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CMAQ	\$61,810	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,870
<b>State</b>												
CMIA	40,824	(186)	0	0	0	0	0	0	0	0	0	40,638
Prop 1B-SLPP	1,356	2	0	0	0	0	0	0	0	0	0	1,358
<b>Local</b>												
91000100 TransNet-MC	6,198	1,752	324	306	303	2,216	0	0	0	0	0	11,099
<b>Total</b>	<b>\$110,188</b>	<b>\$1,628</b>	<b>\$324</b>	<b>\$306</b>	<b>\$303</b>	<b>\$2,216</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$114,965</b>



Project Number: 1280513		Corridor Director: Karen Jewel	
RTIP Number: SAN224		Project Manager: Jennifer Williamson	
Project Name: I-805/SR 94 Bus on Shoulder Demonstration Project		PM Phone Number: (619) 699-1959	
Project Scope		Site Location	
Design and construct new freeway shoulder infrastructure on East Palomar, I-805 and SR 94. Implement technology improvements within the corridor to support <i>Rapid</i> operation. Procurement of 16 new compressed natural gas buses.			
Project Limits		Progress to Date	
In Chula Vista, on East Palomar Street between Heritage Road and I-805. On I-805 between East Palomar Street and SR 94. On SR 94 between I-805 and Downtown San Diego.		Vehicles have been purchased and received. Technology procurement is complete. The decision document is signed.	
		Major Milestones	
		Draft Environmental DocumentN/A	
		Final Environmental DocumentDec-16	
		Ready to AdvertiseMay-17	
		Begin ConstructionSep-19	
		Open to PublicJan-20	
		Construction CompleteJul-23	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$323	\$101	\$700	\$500	\$150	\$30	\$25	\$0	\$0	\$0	\$0	\$1,829
Environmental Document	71	31	0	0	0	0	0	0	0	0	0	102
Design	1,080	401	19	0	0	0	0	0	0	0	0	1,500
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	100	556	250	0	0	0	0	0	0	0	906
Construction Capital	48	0	5,783	548	0	0	0	0	0	0	0	6,379
Vehicles	16,025	1,000	0	0	0	0	0	0	0	0	0	17,025
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	2	100	25	25	54	0	0	0	0	0	0	206
Project Contingency	0	0	1,754	1,099	0	0	0	0	0	0	0	2,853
<b>Total SANDAG</b>	<b>\$17,549</b>	<b>\$1,733</b>	<b>\$8,837</b>	<b>\$2,422</b>	<b>\$204</b>	<b>\$30</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,800</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	90	0	0	0	0	0	0	0	0	0	90
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	10	0	0	0	0	0	0	0	0	0	10
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$17,549</b>	<b>\$1,833</b>	<b>\$8,837</b>	<b>\$2,422</b>	<b>\$204</b>	<b>\$30</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,900</b>
TransNet Pass-Through	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
70280001 FTA 5309 CA-04-0099 VAA	\$14,039	\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,084
<b>Local</b>												
91000100 TransNet-MC	3,510	1,788	8,837	2,422	204	30	25	0	0	0	0	16,816
<b>Total</b>	<b>\$17,549</b>	<b>\$1,833</b>	<b>\$8,837</b>	<b>\$2,422</b>	<b>\$204</b>	<b>\$30</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,900</b>

<b>Project Number: 1280515</b> <b>RTIP Number: CAL78D</b> <b>Project Name: I-805 South Soundwalls</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Ramon Martinez</b> <b>PM Phone Number: (619) 688-2516</b>		
<b>Project Scope</b> Construct soundwalls and Sweetwater River Bridge improvements.		<b>Site Location</b> 		<b>Progress to Date</b> Construction of the I-805 South soundwalls and the Sweetwater River Bridge improvements in progress.	
<b>Project Limits</b> Along I-805 from Naples Street to SR 54.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Feb-18 Begin Construction May-18 Open to Public Jul-20 Construction Complete Jul-25	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$89	\$198	\$128	\$86	\$72	\$30	\$23	\$11	\$1	\$0	\$0	\$638
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	107	0	0	0	0	0	0	0	0	0	0	107
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	26	10	0	0	0	0	0	0	0	36
Construction Capital	89	363	100	0	0	0	0	0	0	0	0	552
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	1	215	34	0	0	0	0	0	0	0	0	250
Project Contingency	0	0	1,000	0	0	0	0	0	0	0	0	1,000
<b>Total SANDAG</b>	<b>\$286</b>	<b>\$776</b>	<b>\$1,288</b>	<b>\$96</b>	<b>\$72</b>	<b>\$30</b>	<b>\$23</b>	<b>\$11</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,583</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$42	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42
Design	15,097	572	0	0	0	0	0	0	0	0	0	15,669
Right-of-Way Support	1,033	92	92	0	0	0	0	0	0	0	0	1,217
Right-of-Way Capital	957	245	232	0	0	0	0	0	0	0	0	1,434
Construction Support	8	2,775	2,819	1,783	1,000	462	59	40	10	0	0	8,956
Construction Capital	0	13,621	8,751	5,899	5,172	562	287	50	0	0	0	34,342
<b>Total Caltrans</b>	<b>\$17,137</b>	<b>\$17,305</b>	<b>\$11,894</b>	<b>\$7,682</b>	<b>\$6,172</b>	<b>\$1,024</b>	<b>\$346</b>	<b>\$90</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$61,660</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$17,423</b>	<b>\$18,081</b>	<b>\$13,182</b>	<b>\$7,778</b>	<b>\$6,244</b>	<b>\$1,054</b>	<b>\$369</b>	<b>\$101</b>	<b>\$11</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,243</b>
TransNet Pass-Through	\$2,898	\$997	\$1,015	\$363	\$110	\$44	\$4	\$0	\$0	\$0	\$0	\$5,431
Caltrans Pass-Through	\$0	\$72	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$72

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
RSTP	\$14,559	\$12,672	\$3,514	\$330	\$162	\$60	\$5	\$0	\$0	\$0	\$0	\$31,302
<b>State</b>												
SHOPP	0	3,344	7,188	7,138	5,900	920	337	90	10	0	0	24,927
85040001 SHOPP	0	72	0	0	0	0	0	0	0	0	0	72
<b>Local</b>												
91000100 TransNet -MC	2,864	1,993	2,331	459	182	74	27	11	1	0	0	7,942
91000100 TransNet-MC AC	0	0	149	(149)	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$17,423</b>	<b>\$18,081</b>	<b>\$13,182</b>	<b>\$7,778</b>	<b>\$6,244</b>	<b>\$1,054</b>	<b>\$369</b>	<b>\$101</b>	<b>\$11</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,243</b>

<b>Project Number: 1280516</b> <b>RTIP Number: CAL502</b> <b>Project Name: I-805 North Auxiliary Lanes</b>			<b>Corridor Director: Karen Jewel</b> <b>Project Manager: Andrew Rice</b> <b>PM Phone Number: (619) 688-3284</b>		
<b>Project Scope</b> Design of one northbound and one southbound auxiliary lane at Governor Drive.		<b>Site Location</b> 		<b>Progress to Date</b> Design will begin in summer 2019.	
<b>Project Limits</b> Along I-805 from SR 52 to Nobel Drive.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$0	\$32	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42</b>

**Caltrans Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	3,250	950	0	0	0	0	0	0	0	4,200
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,250</b>	<b>\$950</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,200</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,282</b>	<b>\$960</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,242</b>

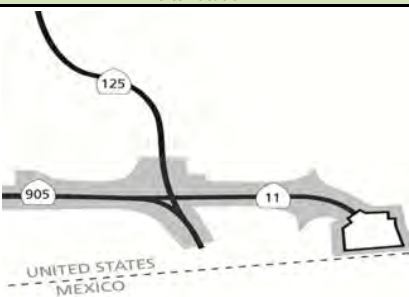
**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
STIP-APDE	\$0	\$0	\$3,250	\$950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,200
<b>Local</b>												
91000100 TransNet-MC	0	0	32	10	0	0	0	0	0	0	0	42
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,282</b>	<b>\$960</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,242</b>

## **Chapter 9.2**

### **TCIF/Goods Movement Program**

Projects shown in this section describe efforts relating to the movement of goods in the San Diego region for which SANDAG and Caltrans share in the lead role for the environmental planning, design engineering, and construction.

<b>Project Number: 1201101</b> <b>RTIP Number: V11</b> <b>Project Name: SR 11 and Otay Mesa East Port of Entry</b>		<b>Corridor Director: Mario Orso</b> <b>Project Manager: Jacqueline Appleton-Deane</b> <b>PM Phone Number: (619) 491-3080</b>	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Design and right-of-way (ROW) for four-lane toll highway from SR 125 to proposed Port of Entry (POE), including the proposed Commercial Vehicle Enforcement Facility (CVEF) and POE at the Mexico border. Construction of Siempre Viva Interchange, CVEF, POE, and tolling system. Prepare engineering studies for the Otay Mesa East POE and tolling system.		Design and ROW were complete on four-lane highway from SR 125 to the POE. Design of the Siempre Viva Interchange is 30 percent complete. The traffic and revenue study and the innovation analysis study for the POE are 95 percent complete.	
<b>Project Limits</b>		<b>Major Milestones</b>	
On new alignment from SR 125 to the U.S.-Mexico Border.		Draft Environmental Document	Apr-11
		Final Environmental Document	Mar-12
		Ready to Advertise	Jul-13
		Begin Construction	Aug-20
		Open to Public	Aug-22
		Construction Complete	Dec-23

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,991	\$446	\$490	\$16	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$2,959
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	3,171	870	576	5,000	0	0	0	0	0	0	0	9,617
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	395	101	282	190	0	0	0	0	0	0	0	968
Communications	218	124	158	200	0	0	0	0	0	0	0	700
Project Contingency	0	0	0	1,270	0	0	0	0	0	0	0	1,270
<b>Total SANDAG</b>	<b>\$5,775</b>	<b>\$1,541</b>	<b>\$1,506</b>	<b>\$6,676</b>	<b>\$16</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,514</b>

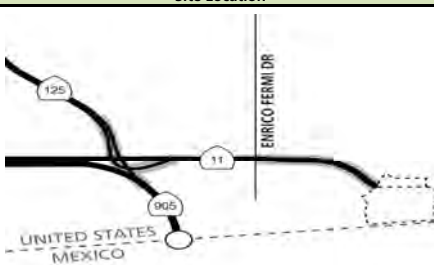
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	22,148	5,390	4,500	4,101	0	0	0	0	0	0	0	36,139
Right-of-Way Support	3,681	1,057	689	500	0	0	0	0	0	0	0	5,927
Right-of-Way Capital	49,269	40,195	6,377	0	0	0	0	0	0	0	0	95,841
Construction Support	0	0	0	33,351	16,548	0	0	0	0	0	0	49,899
Construction Capital	0	0	0	218,582	114,470	0	0	0	0	0	0	333,052
<b>Total Caltrans</b>	<b>\$75,098</b>	<b>\$46,642</b>	<b>\$11,566</b>	<b>\$256,534</b>	<b>\$131,018</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$520,858</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$80,873</b>	<b>\$48,183</b>	<b>\$13,072</b>	<b>\$263,210</b>	<b>\$131,034</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$536,372</b>
TransNet Pass-Through	\$0	\$0	\$6,027	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,027
Caltrans Pass-Through	\$1,579	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,579

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74030001 ITS - SANDAG	\$279	\$160	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$439
74040001 CBI - SANDAG	1,470	0	0	0	0	0	0	0	0	0	0	1,470
CBI - Caltrans	75,099	42,131	189	0	0	0	0	0	0	0	0	117,419
<b>State</b>												
83010001 STIP - SANDAG	109	0	0	0	0	0	0	0	0	0	0	109
TCEP	0	4,510	5,350	16,208	16,100	0	0	0	0	0	0	42,168
<b>Local</b>												
91000100 TransNet-Border	1,860	652	5,476	0	0	0	0	0	0	0	0	7,988
91000100 TransNet-MC	2,056	730	2,057	0	0	0	0	0	0	0	0	4,843
<b>Total</b>	<b>\$80,873</b>	<b>\$48,183</b>	<b>\$13,072</b>	<b>\$16,208</b>	<b>\$16,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$174,436</b>

Note: The entire cost of this project is estimated to be \$536.372 million. Continued progress is subject to a funding allocation.

<b>Project Number:</b> 1201103 <b>RTIP Number:</b> V11 <b>Project Name:</b> SR 11 and Otay Mesa East Port of Entry: Segment 2A and SR 905/125/11 Southbound Connectors <b>Construction</b>		<b>Corridor Director:</b> Mario Orso <b>Project Manager:</b> Jacqueline Appleton-Deane <b>PM Phone Number:</b> (619) 491-3080											
<b>Project Scope</b> Construct SR 11 four-lane toll highway from Enrico Fermi Drive to the proposed Otay Mesa East Port of Entry, and the SR 125 southbound to eastbound SR 905 and eastbound SR 11 connectors.		<b>Progress to Date</b> The construction contract is awarded.											
<b>Project Limits</b> On new alignment from Enrico Fermi Drive to Otay Mesa Port of Entry and at SR 905/125/11 interchange.		<b>Major Milestones</b> <table><tr><td>Draft Environmental Document</td><td>N/A</td></tr><tr><td>Final Environmental Document</td><td>N/A</td></tr><tr><td>Ready to Advertise</td><td>N/A</td></tr><tr><td>Begin Construction</td><td>May-19</td></tr><tr><td>Open to Public</td><td>Dec-21</td></tr><tr><td>Construction Complete</td><td>Oct-24</td></tr></table>	Draft Environmental Document	N/A	Final Environmental Document	N/A	Ready to Advertise	N/A	Begin Construction	May-19	Open to Public	Dec-21	Construction Complete
Draft Environmental Document	N/A												
Final Environmental Document	N/A												
Ready to Advertise	N/A												
Begin Construction	May-19												
Open to Public	Dec-21												
Construction Complete	Oct-24												

#### SANDAG Expenditure Plan (\$000)

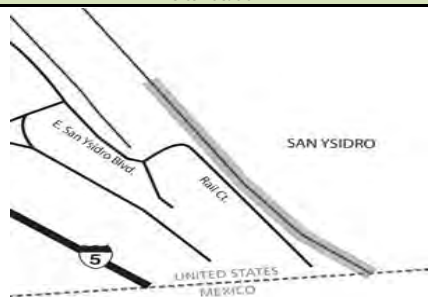
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$4	\$74	\$74	\$8	\$4	\$2	\$1	\$0	\$0	\$0	\$167
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	150	75	75	0	0	0	0	0	0	300
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	100	30	20	0	0	0	0	0	0	150
Project Contingency	0	0	1,855	1,855	240	50	0	0	0	0	0	4,000
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$4</b>	<b>\$2,179</b>	<b>\$2,034</b>	<b>\$343</b>	<b>\$54</b>	<b>\$2</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,617</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	431	8,630	8,630	954	213	95	95	0	0	0	19,048
Construction Capital	0	2,324	49,169	49,169	6,483	1,237	0	0	0	0	0	108,382
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$2,755</b>	<b>\$57,799</b>	<b>\$57,799</b>	<b>\$7,437</b>	<b>\$1,450</b>	<b>\$95</b>	<b>\$95</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$127,430</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$0</b>	<b>\$2,759</b>	<b>\$59,978</b>	<b>\$59,833</b>	<b>\$7,780</b>	<b>\$1,504</b>	<b>\$97</b>	<b>\$96</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,047</b>
SR 125 Toll Pass-Through	\$0	\$258	\$5,489	\$5,489	\$619	\$150	\$39	\$39	\$0	\$0	\$0	\$12,083

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
CBI	\$0	\$76	\$1,517	\$1,517	\$168	\$38	\$17	\$17	\$0	\$0	\$0	\$3,350
FASTLANE	0	1,117	22,331	22,331	2,958	541	0	0	0	0	0	49,278
<b>State</b>												
SHOPP	0	1,127	24,918	24,918	3,300	631	0	0	0	0	0	54,894
TCIF	0	177	3,544	3,544	392	90	39	39	0	0	0	7,825
<b>Local</b>												
93140001 SR 125 Toll Revenues	0	262	7,668	7,523	962	204	41	40	0	0	0	16,700
<b>Total</b>	<b>\$0</b>	<b>\$2,759</b>	<b>\$59,978</b>	<b>\$59,833</b>	<b>\$7,780</b>	<b>\$1,504</b>	<b>\$97</b>	<b>\$96</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,047</b>

<b>Project Number:</b> 1300601		<b>Corridor Director:</b> Bruce Smith	
<b>RTIP Number:</b> SAN27		<b>Project Manager:</b> Pete d'Ablaing	
<b>Project Name:</b> San Ysidro Intermodal Freight Facility		<b>PM Phone Number:</b> (619) 699-1906	
<b>Project Scope</b>		<b>Site Location</b>	
Purchase right-of-way, add storage tracks, and construct truck-loading staging area.			
<b>Project Limits</b>			
At San Ysidro freight yard near East San Ysidro Boulevard and U.S. Port of Entry.		<b>Progress to Date</b>	
		Construction and slope remediation are 95 percent complete. Project closeout is in process.	
		<b>Major Milestones</b>	
		Draft Environmental Document Jul-10	
		Final Environmental Document Apr-11	
		Ready to Advertise Sep-12	
		Begin Construction Dec-12	
		Open to Public Mar-16	
		Construction Complete Jan-20	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,331	\$31	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,392
Environmental Document	470	17	0	0	0	0	0	0	0	0	0	487
Design	2,643	2	0	0	0	0	0	0	0	0	0	2,645
Right-of-Way Support	0	20	20	0	0	0	0	0	0	0	0	40
Right-of-Way Capital	3,314	50	56	0	0	0	0	0	0	0	0	3,420
Construction Support	3,315	40	155	0	0	0	0	0	0	0	0	3,510
Construction Capital	28,877	50	47	0	0	0	0	0	0	0	0	28,974
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	382	0	0	0	0	0	0	0	0	0	0	382
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	10	0	0	0	0	0	0	0	0	10
<b>Total SANDAG</b>	<b>\$40,332</b>	<b>\$210</b>	<b>\$318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,860</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$40,332</b>	<b>\$210</b>	<b>\$318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,860</b>
Caltrans RE Services	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74040001 CBI	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600
75430001 DEMO	8,972	0	0	0	0	0	0	0	0	0	0	8,972
<b>State</b>												
85130001 TCIF	25,900	0	0	0	0	0	0	0	0	0	0	25,900
<b>Local</b>												
91000100 TransNet -Border	4,784	210	318	0	0	0	0	0	0	0	0	5,312
92020001 Miscellaneous Revenue	2	0	0	0	0	0	0	0	0	0	0	2
92060001 Miscellaneous Project Revenue	74	0	0	0	0	0	0	0	0	0	0	74
<b>Total</b>	<b>\$40,332</b>	<b>\$210</b>	<b>\$318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,860</b>

<b>Project Number: 1300602</b> <b>RTIP Number: SAN27</b> <b>Project Name: South Line Rail Freight Capacity</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Pete d'Ablaing</b> <b>PM Phone Number: (619) 699-1906</b>		
<b>Project Scope</b> Install communication enhancements, crossovers, and signals.		<b>Site Location</b> 		<b>Progress to Date</b> All construction phases are complete. Closeout is in process.	
<b>Project Limits</b> On Trolley system from Palomar Street station to San Ysidro station.				<b>Major Milestones</b>	
				Draft Environmental Document Jan-10 Final Environmental Document Dec-09 Ready to Advertise Jan-10 Begin Construction Jun-10 Open to Public Jul-16 Construction Complete Jul-19	

**SANDAG Expenditure Plan (\$000)**

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,108	\$71	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,184
Environmental Document	1,066	0	0	0	0	0	0	0	0	0	0	1,066
Design	2,742	17	0	0	0	0	0	0	0	0	0	2,759
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	3,734	117	10	0	0	0	0	0	0	0	0	3,861
Construction Capital	38,409	160	52	0	0	0	0	0	0	0	0	38,621
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	2	0	0	0	0	0	0	0	0	0	0	2
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$47,061</b>	<b>\$365</b>	<b>\$67</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,493</b>

**Caltrans Expenditure Plan (\$000)**

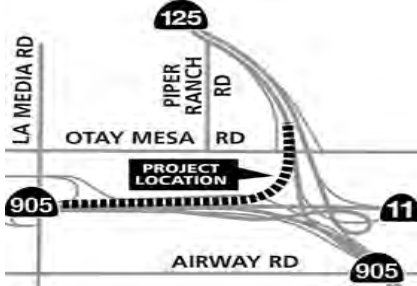
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$47,061</b>	<b>\$365</b>	<b>\$67</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,493</b>
Caltrans RE Services	\$610	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$610

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85130001 TCIF	\$39,533	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,533
<b>Local</b>												
91000100 TransNet MC	133	300	67	0	0	0	0	0	0	0	0	500
91000100 TransNet- Border	7,005	65	0	0	0	0	0	0	0	0	0	7,070
910301110 TransNet-LSI*	390	0	0	0	0	0	0	0	0	0	0	390
<b>Total</b>	<b>\$47,061</b>	<b>\$365</b>	<b>\$67</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,493</b>

\* Contribution from City of Chula Vista



Project Number: 1390506 RTIP Number: CAL38C Project Name: SR 125/905 Southbound to Westbound Connector		Corridor Director: Mario Orso Project Manager: Jacqueline Appleton-Deane PM Phone Number: (619) 491-3080				
Project Scope		Site Location		Progress to Date		
Construct SR 125/SR 905 southbound to westbound freeway grade-separated interchange connector.				Design is 95 percent complete.		
Project Limits				Major Milestones		
At SR 125/905 Interchange				Draft Environmental Document Final Environmental Document Ready to Advertise Begin Construction Open to Public Construction Complete		N/A N/A Nov-19 Apr-20 Feb-22 Oct-24

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$40	\$38	\$138	\$134	\$2	\$2	\$1	\$0	\$0	\$0	\$355
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$40</b>	<b>\$38</b>	<b>\$138</b>	<b>\$134</b>	<b>\$2</b>	<b>\$2</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$355</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	173	4,000	684	0	0	0	0	0	0	0	0	4,857
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	250	2,900	1,800	40	6	4	0	0	0	5,000
Construction Capital	0	0	2,000	14,800	9,245	0	0	0	0	0	0	26,045
<b>Total Caltrans</b>	<b>\$173</b>	<b>\$4,000</b>	<b>\$2,934</b>	<b>\$17,700</b>	<b>\$11,045</b>	<b>\$40</b>	<b>\$6</b>	<b>\$4</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,902</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$173</b>	<b>\$4,040</b>	<b>\$2,972</b>	<b>\$17,838</b>	<b>\$11,179</b>	<b>\$42</b>	<b>\$8</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,257</b>
SBX Pass-Through	\$0	\$0	\$696	\$5,151	\$3,218	\$0	\$0	\$0	\$0	\$0	\$0	\$9,065

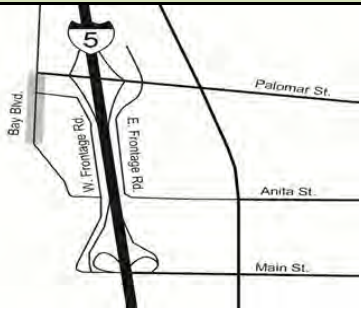
#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
DEMO	\$173	\$4,000	\$684	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,857
<b>State</b>												
SB1-TCEP	0	0	1,554	12,549	7,827	40	6	4	0	0	0	21,980
<b>Local</b>												
93140001 SR 125 Toll Revenues	0	40	734	5,289	3,352	2	2	1	0	0	0	9,420
<b>Total</b>	<b>\$173</b>	<b>\$4,040</b>	<b>\$2,972</b>	<b>\$17,838</b>	<b>\$11,179</b>	<b>\$42</b>	<b>\$8</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,257</b>

## **Chapter 9.3**

### **Regional Bikeway Program**

Regional Bikeway Projects shown in this section describe efforts relating to regional bikeway projects for which SANDAG is in the lead role for the environmental planning, design engineering, and construction.

<b>Project Number: 1129900</b> <b>RTIP Number: SAN154</b> <b>Project Name: Bayshore Bikeway: 8B Main Street to Palomar</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Omar Atayee</b> <b>PM Phone Number: (619) 595-5319</b>		
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>		
Design and construct 0.4 miles of new bikeway. A private developer will construct the remaining portion of the bikeway south of where the SANDAG project ends at Ada Avenue.			Design is 65 percent complete.		
<b>Project Limits</b>			<b>Major Milestones</b>		
Along Bay Boulevard south of Palomar Street in Chula Vista.			Draft Environmental Document	Jul-16	
			Final Environmental Document	Nov-16	
			Ready to Advertise	Jul-20	
			Begin Construction	Jan-21	
			Open to Public	Sep-21	
			Construction Complete	Sep-22	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$216	\$25	\$50	\$95	\$5	\$5	\$0	\$0	\$0	\$0	\$0	\$396
Environmental Document	457	16	0	0	0	0	0	0	0	0	0	473
Design	374	50	220	0	0	0	0	0	0	0	0	644
Right-of-Way Support	15	35	0	0	0	0	0	0	0	0	0	50
Right-of-Way Capital	0	15	0	0	0	0	0	0	0	0	0	15
Construction Support	0	0	10	425	10	0	0	0	0	0	0	445
Construction Capital	0	0	0	1,700	0	0	0	0	0	0	0	1,700
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	15	35	0	0	0	0	0	0	0	0	0	50
Communications	0	0	0	40	10	0	0	0	0	0	0	50
Project Contingency	0	20	85	170	0	0	0	0	0	0	0	275
<b>Total SANDAG</b>	<b>\$1,077</b>	<b>\$196</b>	<b>\$365</b>	<b>\$2,430</b>	<b>\$25</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,098</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,077</b>	<b>\$196</b>	<b>\$365</b>	<b>\$2,430</b>	<b>\$25</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,098</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75370001 TE	\$287	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$287
<b>State</b>												
83010001 STIP-TE	37	0	0	0	0	0	0	0	0	0	0	37
<b>Local</b>												
91000100 TransNet-BPNS	683	196	365	2,430	25	5	0	0	0	0	0	3,704
91080001 County of San Diego	70	0	0	0	0	0	0	0	0	0	0	70
<b>Total</b>	<b>\$1,077</b>	<b>\$196</b>	<b>\$365</b>	<b>\$2,430</b>	<b>\$25</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,098</b>

Project Number: 1223014 RTIP Number: CAL330 Project Name: SR 15 Commuter Bike Facility		Corridor Director: Karen Jewel Project Manager: Andrew Rice PM Phone Number: (619) 688-3284	
Project Scope	Site Location	Progress to Date	
Construct one mile of new bike path.		Construction is complete and opened to the public. Landscaping is underway.	
Project Limits		Major Milestones	
Along east side of SR 15 from Camino Del Rio South to Adams Avenue.		Draft Environmental Document	N/A
		Final Environmental Document	Mar-12
		Ready to Advertise	Jun-15
		Begin Construction	Dec-15
		Open to Public	Aug-17
		Construction Complete	Apr-21

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$117	\$15	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$134
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	30	12	0	0	0	0	0	0	0	0	42
Construction Capital	0	75	50	0	0	0	0	0	0	0	0	125
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	32	2	0	0	0	0	0	0	0	0	0	34
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$149</b>	<b>\$122</b>	<b>\$63</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$335</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$206	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$206
Design	1,232	0	0	0	0	0	0	0	0	0	0	1,232
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	2,973	35	31	25	0	0	0	0	0	0	0	3,064
Construction Capital	9,419	1,382	32	0	0	0	0	0	0	0	0	10,833
<b>Total Caltrans</b>	<b>\$13,830</b>	<b>\$1,417</b>	<b>\$63</b>	<b>\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,335</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$13,979</b>	<b>\$1,539</b>	<b>\$126</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,670</b>
TransNet Pass-Through	\$2,868	\$26	\$31	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,950

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
ATP-R	\$10,962	\$1,391	\$32	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,385
<b>Local</b>												
91000100 TransNet-BPNS	3,017	148	94	26	0	0	0	0	0	0	0	3,285
<b>Total</b>	<b>\$13,979</b>	<b>\$1,539</b>	<b>\$126</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,670</b>

<b>Project Number: 1223016</b> <b>RTIP Number: SAN155 (part of SAN148)</b> <b>Project Name: Coastal Rail Trail San Diego: Rose Creek</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Carterette</b> <b>PM Phone Number: (619) 699-7319</b>		
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>		
Construct 2.1 miles Class 1 shared use path.			Construction is 70 percent complete.		
<b>Project Limits</b>			<b>Major Milestones</b>		
On Santa Fe Street from the north end cul-de-sac, southward for 1.3 miles, and then along eastern bank of Rose Creek for 0.8 miles to just west of Mission Bay Drive where the project joins with the existing Rose Creek Bike Path.			Draft Environmental Document	Dec-15	
			Final Environmental Document	May-16	
			Ready to Advertise	Mar-17	
			Begin Construction	Jun-17	
			Open to Public	Jul-20	
			Construction Complete	Jan-23	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$812	\$149	\$144	\$11	\$3	\$3	\$0	\$0	\$0	\$0	\$0	\$1,122
Environmental Document	370	0	0	0	0	0	0	0	0	0	0	370
Design	1,290	0	0	0	0	0	0	0	0	0	0	1,290
Right-of-Way Support	41	13	0	0	0	0	0	0	0	0	0	54
Right-of-Way Capital	242	215	750	0	0	0	0	0	0	0	0	1,207
Construction Support	622	1,403	488	100	0	0	0	0	0	0	0	2,613
Construction Capital	5,416	8,436	3,500	1,000	0	0	0	0	0	0	0	18,352
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	14	0	0	0	0	0	0	0	0	0	14
Communications	7	14	0	0	0	0	0	0	0	0	0	21
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$8,800</b>	<b>\$10,244</b>	<b>\$4,882</b>	<b>\$1,111</b>	<b>\$3</b>	<b>\$3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,043</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$8,800</b>	<b>\$10,244</b>	<b>\$4,882</b>	<b>\$1,111</b>	<b>\$3</b>	<b>\$3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,043</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
73570001 TE	\$354	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$354
<b>State</b>												
85070001 STIP-TE	46	0	0	0	0	0	0	0	0	0	0	46
<b>Local</b>												
91000100 TransNet-BPNS	8,400	8,105	4,882	1,111	3	3	0	0	0	0	0	22,504
91040000 TDA-Bike	0	2,139	0	0	0	0	0	0	0	0	0	2,139
<b>Total</b>	<b>\$8,800</b>	<b>\$10,244</b>	<b>\$4,882</b>	<b>\$1,111</b>	<b>\$3</b>	<b>\$3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,043</b>

<b>Project Number:</b> 1223017		<b>Corridor Director:</b> Linda Culp	
<b>RTIP Number:</b> SAN156 (Part of SAN148)		<b>Project Manager:</b> Tim DeWitt	
<b>Project Name:</b> Coastal Rail Trail Encinitas: E Street to Chesterfield Drive		<b>PM Phone Number:</b> (619) 699-7319	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Environmental clearance, design and construction of 1.3 miles of bicycle facility.		Project is open to the public. Final construction activities are in progress.	
<b>Project Limits</b>		<b>Major Milestones</b>	
North-south project limits are from Chesterfield Drive to Santa Fe Drive located east of the railroad tracks and along San Elijo Avenue. A future 0.4 mile segment will extend from Santa Fe Drive to E Street.		Draft Environmental Document	N/A
		Final Environmental Document	Aug-17
		Ready to Advertise	Jan-18
		Begin Construction	Mar-18
		Open to Public	Apr-19
		Construction Complete	Jul-20

#### SANDAG Expenditure Plan (\$000)

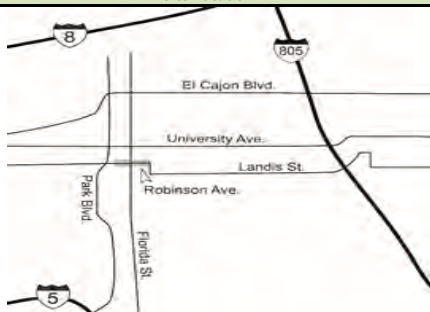
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$582	\$178	\$25	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$790
Environmental Document	706	20	0	0	0	0	0	0	0	0	0	726
Design	690	100	0	0	0	0	0	0	0	0	0	790
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	114	786	50	0	0	0	0	0	0	0	0	950
Construction Capital	0	162	0	0	0	0	0	0	0	0	0	162
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	10	21	5	0	0	0	0	0	0	0	0	36
Communications	67	40	5	0	0	0	0	0	0	0	0	112
Project Contingency	0	0	159	122	0	0	0	0	0	0	0	281
<b>Total SANDAG</b>	<b>\$2,169</b>	<b>\$1,307</b>	<b>\$244</b>	<b>\$127</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,847</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	13	67	0	0	0	0	0	0	0	0	0	80
Construction Capital	724	4,957	0	0	0	0	0	0	0	0	0	5,681
<b>Total Caltrans</b>	<b>\$737</b>	<b>\$5,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,761</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$2,906</b>	<b>\$6,331</b>	<b>\$244</b>	<b>\$127</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,608</b>
TransNet -BPNS Pass-Through	\$0	\$4,736	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,736

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
75370001 TE	\$234	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$234
<b>State</b>												
ATP-R	737	288	0	0	0	0	0	0	0	0	0	1,025
<b>Local</b>												
91000100 TransNet -BPNS	1,716	6,012	244	127	0	0	0	0	0	0	0	8,099
91030151 City of Encinitas	219	31	0	0	0	0	0	0	0	0	0	250
<b>Total</b>	<b>\$2,906</b>	<b>\$6,331</b>	<b>\$244</b>	<b>\$127</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,608</b>

<b>Project Number:</b> 1223020		<b>Corridor Director:</b> Linda Culp	
<b>RTIP Number:</b> SAN158 (Part of SAN227)		<b>Project Manager:</b> Alison Moss	
<b>Project Name:</b> North Park/Mid-City Bikeways: Robinson Bikeway		<b>PM Phone Number:</b> (619) 595-5354	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Complete final design and construct a 0.2-mile bikeway that consists of on-street bike facilities, traffic calming improvements, and an elevated shared-use path.		Design and right-of-way phases are 95 percent complete.	
<b>Project Limits</b>		<b>Major Milestones</b>	
In the City of San Diego community of North Park on Robinson Avenue between Park Boulevard and Alabama Street, including a missing segment of Robinson Avenue between Florida Street and Alabama Street.		Draft Environmental Document	Jan-16
		Final Environmental Document	May-16
		Ready to Advertise	Apr-20
		Begin Construction	Jul-20
		Open to Public	Jul-21
		Construction Complete	May-22

#### SANDAG Expenditure Plan (\$000)

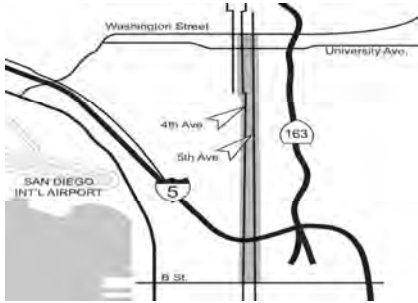
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$695	\$34	\$8	\$20	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$762
Environmental Document	2,184	0	0	0	0	0	0	0	0	0	0	2,184
Design	191	187	50	2	0	0	0	0	0	0	0	430
Right-of-Way Support	19	45	0	0	0	0	0	0	0	0	0	64
Right-of-Way Capital	0	0	218	0	0	0	0	0	0	0	0	218
Construction Support	0	0	0	110	9	0	0	0	0	0	0	119
Construction Capital	0	0	0	1,800	59	0	0	0	0	0	0	1,859
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	38	125	25	0	0	0	0	0	0	0	0	188
Communications	50	9	0	0	0	0	0	0	0	0	0	59
Project Contingency	0	7	16	20	20	0	0	0	0	0	0	63
<b>Total SANDAG</b>	<b>\$3,177</b>	<b>\$407</b>	<b>\$317</b>	<b>\$1,952</b>	<b>\$93</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,946</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$3,177</b>	<b>\$407</b>	<b>\$317</b>	<b>\$1,952</b>	<b>\$93</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,946</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-BPNS	\$1,406	\$0	\$0	\$1,840	\$93	\$0	\$0	\$0	\$0	\$0	\$0	\$3,339
91040000 TDA-Bike	1,771	407	317	112	0	0	0	0	0	0	0	2,607
<b>Total</b>	<b>\$3,177</b>	<b>\$407</b>	<b>\$317</b>	<b>\$1,952</b>	<b>\$93</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,946</b>

<b>Project Number: 1223022</b> <b>RTIP Number: SAN160 (Part of SAN228)</b> <b>Project Name: Uptown Bikeways: Fourth and Fifth Avenue Bikeways</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Romano</b> <b>PM Phone Number: (619) 699-6980</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Construct 4.5 miles of new on-street bikeways.				Design is 100 percent complete. Construction will begin in fall 2019.	
<b>Project Limits</b>				<b>Major Milestones</b>	
Fourth and Fifth Avenues between B Street and Washington Street in the City of San Diego.				Draft Environmental Document N/A Final Environmental Document Jul-16 Ready to Advertise May-19 Begin Construction Nov-19 Open to Public May-21 Construction Complete May-22	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$838	\$73	\$93	\$82	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$1,096
Environmental Document	2,178	0	0	0	0	0	0	0	0	0	0	2,178
Design	2,701	969	54	0	0	0	0	0	0	0	0	3,724
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	62	14	630	630	22	0	0	0	0	0	0	1,358
Construction Capital	0	0	6,367	6,367	215	0	0	0	0	0	0	12,949
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	7	0	14	5	0	0	0	0	0	0	0	26
Communications	98	20	90	60	20	0	0	0	0	0	0	288
Project Contingency	0	10	1,074	1,012	10	0	0	0	0	0	0	2,106
<b>Total SANDAG</b>	<b>\$5,884</b>	<b>\$1,086</b>	<b>\$8,322</b>	<b>\$8,156</b>	<b>\$277</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,725</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$5,884</b>	<b>\$1,086</b>	<b>\$8,322</b>	<b>\$8,156</b>	<b>\$277</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,725</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-BPNS	\$4,061	\$1,011	\$8,322	\$8,156	\$277	\$0	\$0	\$0	\$0	\$0	\$0	\$21,827
91000101 TransNet - SGIP 5001355	141	0	0	0	0	0	0	0	0	0	0	141
91000101 TransNet - SGIP 5001358	432	75	0	0	0	0	0	0	0	0	0	507
91040000 TDA-Bike	1,250	0	0	0	0	0	0	0	0	0	0	1,250
<b>Total</b>	<b>\$5,884</b>	<b>\$1,086</b>	<b>\$8,322</b>	<b>\$8,156</b>	<b>\$277</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,725</b>



<b>Project Number:</b> 1223023 <b>RTIP Number:</b> SAN153 <b>Project Name:</b> Inland Rail Trail		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Emilio Rodriguez <b>PM Phone Number:</b> (619) 699-6984												
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>												
Construct seven miles of new bike path.		Construction of Phase 1 (San Marcos) is complete. Construction of Phase 2 (3.0 miles in the County, Vista, & Oceanside) is in progress. Final Design of Phase 3 (3.0 miles in Vista) will begin May 2019. Construction of Phase 4 (Oceanside) will begin once funding is identified.												
<b>Project Limits</b>		<b>Major Milestones</b>												
On and along the North County Transit District rail corridor from North Melrose Drive in Oceanside to North Pacific Street in San Marcos.	<table><tr><td>Draft Environmental Document</td><td>Sep-12</td></tr><tr><td>Final Environmental Document</td><td>Aug-13</td></tr><tr><td>Ready to Advertise</td><td>Jun-15</td></tr><tr><td>Begin Construction</td><td>Dec-15</td></tr><tr><td>Open to Public</td><td>Mar-22</td></tr><tr><td>Construction Complete</td><td>Jul-23</td></tr></table>		Draft Environmental Document	Sep-12	Final Environmental Document	Aug-13	Ready to Advertise	Jun-15	Begin Construction	Dec-15	Open to Public	Mar-22	Construction Complete	Jul-23
Draft Environmental Document	Sep-12													
Final Environmental Document	Aug-13													
Ready to Advertise	Jun-15													
Begin Construction	Dec-15													
Open to Public	Mar-22													
Construction Complete	Jul-23													

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,841	\$309	\$100	\$120	\$340	\$250	\$150	\$110	\$0	\$0	\$0	\$4,220
Environmental Document	1,291	0	0	0	0	0	0	0	0	0	0	1,291
Design	4,866	156	360	0	650	100	0	0	0	0	0	6,132
Right-of-Way Support	832	23	44	0	25	0	0	0	0	0	0	924
Right-of-Way Capital	1,156	0	20	0	50	0	0	0	0	0	0	1,226
Construction Support	4,870	1,980	370	450	450	1,170	2,100	400	0	0	0	11,790
Construction Capital	11,988	8,067	545	2,400	2,500	2,650	5,838	790	0	0	0	34,778
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	756	0	5	0	0	0	0	0	0	0	0	761
Communications	26	16	3	0	0	10	15	15	0	0	0	85
Project Contingency	0	0	178	200	355	400	861	120	0	0	0	2,114
<b>Total SANDAG</b>	<b>\$28,626</b>	<b>\$10,551</b>	<b>\$1,625</b>	<b>\$3,170</b>	<b>\$4,370</b>	<b>\$4,580</b>	<b>\$8,964</b>	<b>\$1,435</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,321</b>

#### Caltrans Expenditure Plan (\$000)

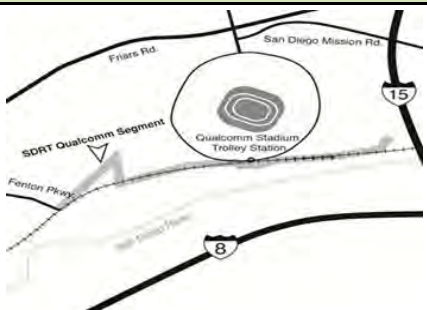
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total SANDAG &amp; Caltrans</b>	<b>\$28,626</b>	<b>\$10,551</b>	<b>\$1,625</b>	<b>\$3,170</b>	<b>\$4,370</b>	<b>\$4,580</b>	<b>\$8,964</b>	<b>\$1,435</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,321</b>
------------------------------------	-----------------	-----------------	----------------	----------------	----------------	----------------	----------------	----------------	------------	------------	------------	-----------------

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74500001 STIP-RIP	\$10,110	\$6,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,322
75370001 TE	1,414	0	0	0	0	0	0	0	0	0	0	1,414
<b>State</b>												
83010001 STIP-RIP	1,310	805	0	0	0	0	0	0	0	0	0	2,115
83100001 ATP-R	0	375	125	2,472	2,631	0	0	0	0	0	0	5,603
85070001 STIP-TE	183	0	0	0	0	0	0	0	0	0	0	183
<b>Local</b>												
91000100 TransNet-BPNS	6,349	3,159	1,500	698	742	0	0	0	0	0	0	12,448
91040000 TDA-Bike	6,719	0	0	0	0	0	0	0	0	0	0	6,719
85170000 BTA (San Marcos/County)	2,541	0	0	0	0	0	0	0	0	0	0	2,541
<b>Total</b>	<b>\$28,626</b>	<b>\$10,551</b>	<b>\$1,625</b>	<b>\$3,170</b>	<b>\$3,373</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,345</b>

Note: The entire cost of this project is estimated to be \$63.3 million. Continued progress is subject to a funding allocation.

<b>Project Number: 1223052</b> <b>RTIP Number: SAN197 (Part of SAN196)</b> <b>Project Name: San Diego River Trail: Stadium Segment</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Richard Chavez</b> <b>PM Phone Number: (619) 699-6989</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Design and construct one mile of new bike path.				Construction pending negotiations with San Diego State University (SDSU).	
<b>Project Limits</b>				<b>Major Milestones</b>	
Along the north side of the San Diego River on SDSU West site from Fenton Parkway to Rancho Mission Road.				Draft Environmental Document Nov-15 Final Environmental Document Feb-16 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$226	\$68	\$60	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$364
Environmental Document	146	0	0	0	0	0	0	0	0	0	0	146
Design	248	29	48	0	0	0	0	0	0	0	0	325
Right-of-Way Support	4	0	0	0	0	0	0	0	0	0	0	4
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	8	0	318	10	0	0	0	0	0	0	0	336
Construction Capital	5	0	1,661	0	0	0	0	0	0	0	0	1,666
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	49	10	0	0	0	0	0	0	0	0	0	59
Communications	2	2	9	0	0	0	0	0	0	0	0	13
Project Contingency	0	10	101	2	0	0	0	0	0	0	0	113
<b>Total SANDAG</b>	<b>\$688</b>	<b>\$119</b>	<b>\$2,197</b>	<b>\$22</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,026</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$688</b>	<b>\$119</b>	<b>\$2,197</b>	<b>\$22</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,026</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85160000 Coastal Conservancy	\$168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168
<b>Local</b>												
91000100 TransNet-BPNS	520	119	2,197	22	0	0	0	0	0	0	0	2,858
<b>Total</b>	<b>\$688</b>	<b>\$119</b>	<b>\$2,197</b>	<b>\$22</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,026</b>

<b>Project Number:</b> 1223053		<b>Corridor Director:</b> Linda Culp			
<b>RTIP Number:</b> SAN198 (Part of SAN196)		<b>Project Manager:</b> Emilio Rodriguez			
<b>Project Name:</b> San Diego River Trail: Carlton Oaks Segment		<b>PM Phone Number:</b> (619) 699-6984			
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Design 2.0 miles of new bike path, including connection to Mast Park.				State final environmental document (CEQA) is complete. Effort to achieve federal environmental clearance (NEPA) is in progress.	
<b>Project Limits</b>				<b>Major Milestones</b>	
Along San Diego River from West Hills Parkway to Carlton Hills Boulevard.				Draft Environmental Document Mar-17	
				Final Environmental Document Dec-19	
				Ready to Advertise TBD	
				Begin Construction TBD	
				Open to Public TBD	
				Construction Complete TBD	

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$218	\$105	\$100	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$425
Environmental Document	480	84	50	0	0	0	0	0	0	0	0	614
Design	10	300	361	10	0	0	0	0	0	0	0	681
Right-of-Way Support	0	5	18	0	0	0	0	0	0	0	0	23
Right-of-Way Capital	0	0	45	0	0	0	0	0	0	0	0	45
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	25	0	0	0	0	0	0	0	0	25
Communications	12	1	4	0	0	0	0	0	0	0	0	17
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$720</b>	<b>\$495</b>	<b>\$603</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,830</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$720</b>	<b>\$495</b>	<b>\$603</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,830</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85160000 Coastal Conservancy	\$332	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$332
<b>Local</b>												
91000100 TransNet-BPNS	388	495	603	12	0	0	0	0	0	0	0	1,498
<b>Total</b>	<b>\$720</b>	<b>\$495</b>	<b>\$603</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,830</b>

<b>Project Number:</b> 1223054 <b>RTIP Number:</b> SAN204 (Part of V12) <b>Project Name:</b> Central Avenue Bikeway		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Chris Carterette <b>PM Phone Number:</b> (619) 699-7319	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Design and construct one mile of new bike path.		Design is 95 percent complete.	
<b>Project Limits</b>		<b>Major Milestones</b>	
On and along Terrace Drive and Central Avenue from Adams Avenue to Landis Street.		Draft Environmental Document	N/A
		Final Environmental Document	Apr-18
		Ready to Advertise	Jul-20
		Begin Construction	Nov-20
		Open to Public	Jun-21
		Construction Complete	Jun-22

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$124	\$65	\$50	\$50	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$294
Environmental Document	250	37	0	0	0	0	0	0	0	0	0	287
Design	67	381	18	0	0	0	0	0	0	0	0	466
Right-of-Way Support	1	33	0	0	0	0	0	0	0	0	0	34
Right-of-Way Capital	0	0	0	300	0	0	0	0	0	0	0	300
Construction Support	0	0	0	450	0	0	0	0	0	0	0	450
Construction Capital	0	0	0	1,300	0	0	0	0	0	0	0	1,300
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	18	18	0	0	0	0	0	0	0	0	0	36
Project Contingency	0	7	0	0	0	0	0	0	0	0	0	7
<b>Total SANDAG</b>	<b>\$460</b>	<b>\$541</b>	<b>\$68</b>	<b>\$2,100</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,174</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$460</b>	<b>\$541</b>	<b>\$68</b>	<b>\$2,100</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,174</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$460	\$541	\$68	\$2,100	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$3,174
<b>Total</b>	<b>\$460</b>	<b>\$541</b>	<b>\$68</b>	<b>\$2,100</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,174</b>

<b>Project Number:</b> 1223055 <b>RTIP Number:</b> SAN195 (Part of SAN147) <b>Project Name:</b> Bayshore Bikeway: Barrio Logan		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Emilio Rodriguez <b>PM Phone Number:</b> (619) 699-6984				
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>		
Final design and construction of a new 2.1 mile bike path.				Environmental document is complete. Design is 95 percent complete. Right-of-way acquisitions are ongoing.		
<b>Project Limits</b>				<b>Major Milestones</b>		
On Harbor Drive from Park Boulevard to 32nd Street in San Diego.				Draft Environmental Document Final Environmental Document Ready to Advertise Begin Construction Open to Public Construction Complete		N/A Dec-18 Feb-20 Jul-20 Dec-21 Dec-22

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$409	\$200	\$200	\$200	\$200	\$104	\$0	\$0	\$0	\$0	\$0	\$1,313
Environmental Document	982	57	0	0	0	0	0	0	0	0	0	1,039
Design	958	653	350	0	0	0	0	0	0	0	0	1,961
Right-of-Way Support	0	110	42	0	0	0	0	0	0	0	0	152
Right-of-Way Capital	0	0	250	0	0	0	0	0	0	0	0	250
Construction Support	0	0	0	1,359	1,300	100	0	0	0	0	0	2,759
Construction Capital	0	0	0	6,797	7,000	0	0	0	0	0	0	13,797
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	77	0	50	0	0	0	0	0	0	0	0	127
Communications	12	8	10	10	0	0	0	0	0	0	0	40
Project Contingency	0	0	99	1,138	2,000	0	0	0	0	0	0	3,237
<b>Total SANDAG</b>	<b>\$2,438</b>	<b>\$1,028</b>	<b>\$1,001</b>	<b>\$9,504</b>	<b>\$10,500</b>	<b>\$204</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,675</b>

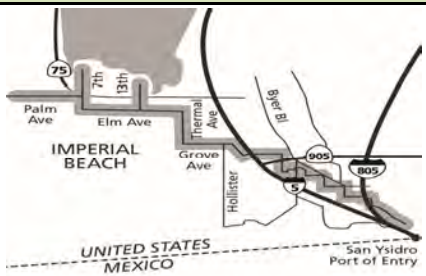
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total SANDAG &amp; Caltrans</b>	<b>\$2,438</b>	<b>\$1,028</b>	<b>\$1,001</b>	<b>\$9,504</b>	<b>\$10,500</b>	<b>\$204</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,675</b>
------------------------------------	----------------	----------------	----------------	----------------	-----------------	--------------	------------	------------	------------	------------	------------	-----------------

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74030003 ATP-R	\$0	\$0	\$0	\$4,444	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$4,944
<b>Local</b>												
91000100 TransNet-BPNS	2,438	1,028	1,001	5,060	10,000	204	0	0	0	0	0	19,731
<b>Total</b>	<b>\$2,438</b>	<b>\$1,028</b>	<b>\$1,001</b>	<b>\$9,504</b>	<b>\$10,500</b>	<b>\$204</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,675</b>

<b>Project Number: 1223056</b> <b>RTIP Number: SAN203 (Part of SAN147)</b> <b>Project Name: Border to Bayshore Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Alison Moss</b> <b>PM Phone Number: (619) 595-5354</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Construct 8.5 miles of new bikeways.				Final environmental document complete. Design is 30 percent complete.	
<b>Project Limits</b>				<b>Major Milestones</b>	
In San Diego, just north of San Ysidro Land Port of Entry to Ingrid Avenue and Saturn Boulevard in Imperial Beach. Along Palm Avenue, 7th Street, Elm Avenue, Thermal Avenue, and Grove Avenue from Seacoast Drive to Saturn Boulevard in Imperial Beach.				Draft Environmental Document Jan-19 Final Environmental Document Apr-19 Ready to Advertise Jan-21 Begin Construction Jul-21 Open to Public Jan-23 Construction Complete Jan-24	

#### SANDAG Expenditure Plan (\$000)

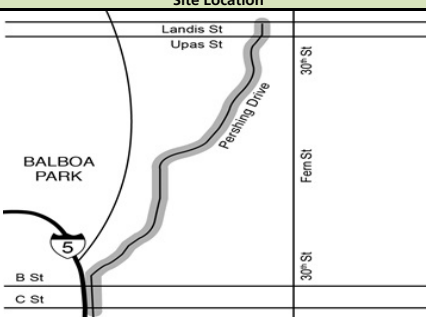
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$117	\$70	\$28	\$6	\$65	\$26	\$5	\$0	\$0	\$0	\$0	\$317
Environmental Document	524	1,366	294	0	0	0	0	0	0	0	0	2,184
Design	0	0	970	50	0	0	0	0	0	0	0	1,020
Right-of-Way Support	0	40	10	0	0	0	0	0	0	0	0	50
Right-of-Way Capital	0	0	172	0	0	0	0	0	0	0	0	172
Construction Support	0	0	0	50	898	320	0	0	0	0	0	1,268
Construction Capital	0	0	0	500	5,468	2,236	0	0	0	0	0	8,204
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	3	0	0	0	0	0	0	0	3
Communications	51	36	10	20	20	0	0	0	0	0	0	137
Project Contingency	0	11	0	0	0	0	0	0	0	0	0	11
<b>Total SANDAG</b>	<b>\$692</b>	<b>\$1,523</b>	<b>\$1,484</b>	<b>\$629</b>	<b>\$6,451</b>	<b>\$2,582</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,366</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$692</b>	<b>\$1,523</b>	<b>\$1,484</b>	<b>\$629</b>	<b>\$6,451</b>	<b>\$2,582</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,366</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74030003 ATP-R	\$0	\$40	\$1,190	\$600	\$6,268	\$2,123	\$0	\$0	\$0	\$0	\$0	\$10,221
<b>Local</b>												
91000100 TransNet-BPNS	692	1,483	294	29	183	459	5	0	0	0	0	3,145
<b>Total</b>	<b>\$692</b>	<b>\$1,523</b>	<b>\$1,484</b>	<b>\$629</b>	<b>\$6,451</b>	<b>\$2,582</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,366</b>

<b>Project Number: 1223057</b> <b>RTIP Number: SAN205 (Part of V12)</b> <b>Project Name: Pershing Drive Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Carterette</b> <b>PM Phone Number: (619) 699-7319</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Construct three miles of new bike and pedestrian facilities between North Park and Downtown San Diego.				Design is 95 percent complete.	
<b>Project Limits</b>				<b>Major Milestones</b>	
Along the Pershing Drive corridor from Landis Street to C Street in the City of San Diego.				Draft Environmental Document N/A Final Environmental Document Jan-17 Ready to Advertise Mar-20 Begin Construction Jul-20 Open to Public Nov-21 Construction Complete Nov-22	

#### SANDAG Expenditure Plan (\$000)

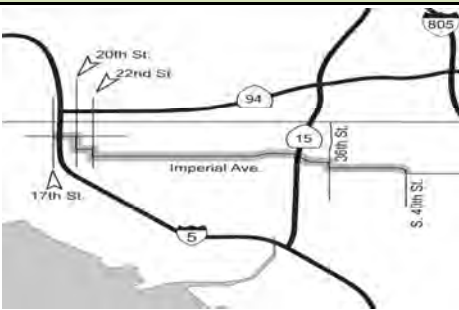
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$208	\$112	\$70	\$124	\$41	\$10	\$0	\$0	\$0	\$0	\$0	\$565
Environmental Document	596	0	0	0	0	0	0	0	0	0	0	596
Design	717	461	20	0	0	0	0	0	0	0	0	1,198
Right-of-Way Support	0	6	0	0	0	0	0	0	0	0	0	6
Right-of-Way Capital	0	0	190	200	0	0	0	0	0	0	0	390
Construction Support	0	0	0	2,325	775	0	0	0	0	0	0	3,100
Construction Capital	0	0	0	9,336	3,112	0	0	0	0	0	0	12,448
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	5	5	0	0	0	0	0	0	0	0	10
Communications	44	9	51	50	50	0	0	0	0	0	0	204
Project Contingency	0	5	70	326	64	0	0	0	0	0	0	465
<b>Total SANDAG</b>	<b>\$1,565</b>	<b>\$598</b>	<b>\$406</b>	<b>\$12,361</b>	<b>\$4,042</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,982</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,565</b>	<b>\$598</b>	<b>\$406</b>	<b>\$12,361</b>	<b>\$4,042</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,982</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$1,565	\$598	\$406	\$12,361	\$4,042	\$10	\$0	\$0	\$0	\$0	\$0	\$18,982
<b>Total</b>	<b>\$1,565</b>	<b>\$598</b>	<b>\$406</b>	<b>\$12,361</b>	<b>\$4,042</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,982</b>

<b>Project Number: 1223058</b> <b>RTIP Number: SAN206 (V12)</b> <b>Project Name: Downtown to Imperial Avenue Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Romano</b> <b>PM Phone Number: (619) 699-6980</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Design and construct 3.8 miles of urban on-street bikeways.				Design is 95 percent complete.	
<b>Project Limits</b>				<b>Major Milestones</b>	
In San Diego, on Imperial Avenue from 21st Street to 47th Street with connections to Downtown San Diego at various locations.				Draft Environmental Document N/A Final Environmental Document Mar-19 Ready to Advertise Apr-20 Begin Construction Aug-20 Open to Public Feb-22 Construction Complete Feb-23	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$197	\$50	\$50	\$69	\$24	\$3	\$0	\$0	\$0	\$0	\$0	\$393
Environmental Document	797	542	0	0	0	0	0	0	0	0	0	1,339
Design	3	1,347	226	0	0	0	0	0	0	0	0	1,576
Right-of-Way Support	0	295	0	0	0	0	0	0	0	0	0	295
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	731	329	28	0	0	0	0	0	1,088
Construction Capital	0	0	0	5,927	2,100	50	0	0	0	0	0	8,077
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	5	6	0	0	0	0	0	0	0	0	11
Communications	99	11	20	6	0	0	0	0	0	0	0	136
Project Contingency	0	108	235	180	50	0	0	0	0	0	0	573
<b>Total SANDAG</b>	<b>\$1,096</b>	<b>\$2,358</b>	<b>\$537</b>	<b>\$6,913</b>	<b>\$2,503</b>	<b>\$81</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,488</b>

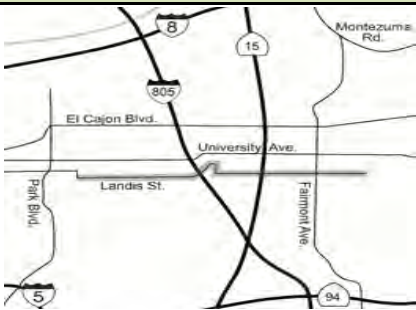
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,096</b>	<b>\$2,358</b>	<b>\$537</b>	<b>\$6,913</b>	<b>\$2,503</b>	<b>\$81</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,488</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74030003 ATP-R	\$0	\$0	\$0	\$3,199	\$1,251	\$0	\$0	\$0	\$0	\$0	\$0	\$4,450
<b>Total</b>												
91000100 TransNet-BPNS	1,096	2,358	537	3,714	1,252	81	0	0	0	0	0	9,038
<b>TOTAL</b>	<b>\$1,096</b>	<b>\$2,358</b>	<b>\$537</b>	<b>\$6,913</b>	<b>\$2,503</b>	<b>\$81</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,488</b>



<b>Project Number: 1223078</b> <b>RTIP Number: SAN229 (Part of SAN227)</b> <b>Project Name: North Park/Mid-City Bikeways: Landis Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Alison Moss</b> <b>PM Phone Number: (619) 595-5354</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Complete final design for three mile bikeway consisting of on-street bike facilities and traffic calming improvements.				Design is 100 percent complete. Construction phase will occur under Capital Improvement Program Project No. 1223082.	
<b>Project Limits</b>				<b>Major Milestones</b>	
In the City of San Diego communities of North Park and City Heights on Landis Street, Swift Avenue, Wightman Street, and 35th Street between Alabama Street and Chamouné Avenue.				Draft Environmental Document N/A Final Environmental Document Mar-16 Ready to Advertise Mar-19 Begin Construction N/A Open to Public N/A Construction Complete N/A	

#### SANDAG Expenditure Plan (\$000)

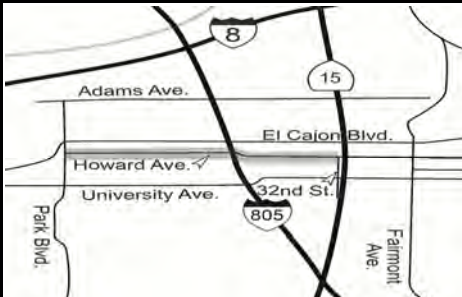
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$62	\$30	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	1,090	220	0	0	0	0	0	0	0	0	0	1,310
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	4	0	0	0	0	0	0	0	0	0	0	4
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$1,156</b>	<b>\$250</b>	<b>\$8</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,414</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,156</b>	<b>\$250</b>	<b>\$8</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,414</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$1,156	\$250	\$8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,414
<b>Total</b>	<b>\$1,156</b>	<b>\$250</b>	<b>\$8</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,414</b>

<b>Project Number: 1223079</b>		<b>Corridor Director: Linda Culp</b>	
<b>RTIP Number: SAN230 (Part of SAN227)</b>		<b>Project Manager: Alison Moss</b>	
<b>Project Name: North Park/Mid-City Bikeways: Howard Bikeway</b>		<b>PM Phone Number: (619) 595-5354</b>	
<b>Project Scope</b>		<b>Site Location</b>	
Complete final design for a 1.2 mile bikeway consisting of on-street bike facilities and traffic calming improvements.			
<b>Project Limits</b>		<b>Progress to Date</b>	
In the City of San Diego North Park community on Howard Avenue between Park Boulevard and 32nd Street.		Design is 95 percent complete.	
		<b>Major Milestones</b>	
		Draft Environmental Document	N/A
		Final Environmental Document	Feb-18
		Ready to Advertise	TBD
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

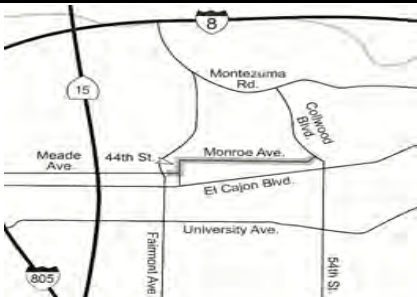
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$87	\$30	\$34	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$153
Environmental Document	146	46	0	0	0	0	0	0	0	0	0	192
Design	0	800	90	10	0	0	0	0	0	0	0	900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	26	5	0	0	0	0	0	0	0	0	0	31
Project Contingency	0	15	10	0	0	0	0	0	0	0	0	25
<b>Total SANDAG</b>	<b>\$259</b>	<b>\$896</b>	<b>\$134</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,301</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$259</b>	<b>\$896</b>	<b>\$134</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,301</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$259	\$896	\$134	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,301
<b>Total</b>	<b>\$259</b>	<b>\$896</b>	<b>\$134</b>	<b>\$12</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,301</b>

<b>Project Number:</b> 1223080 <b>RTIP Number:</b> SAN238 (Part of SAN227) <b>Project Name:</b> North Park/Mid-City Bikeways: Monroe Bikeway		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Danny Veeh <b>PM Phone Number:</b> (619) 699-7317	
<b>Project Scope</b> Complete environmental clearance for 1.3 miles of urban bikeways, including traffic calming improvements.	<b>Site Location</b> 		<b>Progress to Date</b> Environmental clearance is 80 percent complete
<b>Project Limits</b> Within the City of San Diego community of Talmadge along 44th Street between Meade Avenue and Monroe Avenue and Monroe Avenue from 44th Street to Collwood Boulevard.	<b>Major Milestones</b>		
	Draft Environmental Document		N/A
	Final Environmental Document		TBD
	Ready to Advertise		TBD
	Begin Construction		TBD
	Open to Public		TBD
	Construction Complete		TBD

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$62	\$31	\$34	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127
Environmental Document	41	46	25	0	0	0	0	0	0	0	0	112
Design	0	0	12	0	0	0	0	0	0	0	0	12
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	5	7	13	0	0	0	0	0	0	0	0	25
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$108</b>	<b>\$84</b>	<b>\$84</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$276</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$108</b>	<b>\$84</b>	<b>\$84</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$276</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$108	\$84	\$84	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$276
<b>Total</b>	<b>\$108</b>	<b>\$84</b>	<b>\$84</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$276</b>

<b>Project Number: 1223081</b> <b>RTIP Number: SAN232 (Part of SAN227)</b> <b>Project Name: North Park/Mid-City Bikeways: University Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Romano</b> <b>PM Phone Number: (619) 595-6980</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
Construct 2.8 mile on-street protected bikeway.				Final environmental document is in process. Design is 65 percent complete.	
<b>Project Limits</b>				<b>Major Milestones</b>	
In the City of San Diego communities of City Heights and Eastern Area on University Avenue between Winona Avenue and 69th Street.				Draft Environmental Document N/A Final Environmental Document Jul-20 Ready to Advertise Oct-20 Begin Construction Feb-21 Open to Public Aug-22 Construction Complete Aug-23	

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$69	\$40	\$30	\$25	\$20	\$9	\$2	\$0	\$0	\$0	\$0	\$195
Environmental Document	72	121	50	0	0	0	0	0	0	0	0	243
Design	6	1,000	597	190	0	0	0	0	0	0	0	1,793
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	462	1,110	185	0	0	0	0	0	1,757
Construction Capital	0	0	0	3,461	8,305	1,384	0	0	0	0	0	13,150
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	35	10	0	0	0	0	0	0	0	0	0	45
Project Contingency	0	13	13	20	20	20	0	0	0	0	0	86
<b>Total SANDAG</b>	<b>\$182</b>	<b>\$1,184</b>	<b>\$690</b>	<b>\$4,158</b>	<b>\$9,455</b>	<b>\$1,598</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,269</b>

#### Caltrans Expenditure Plan (\$000)

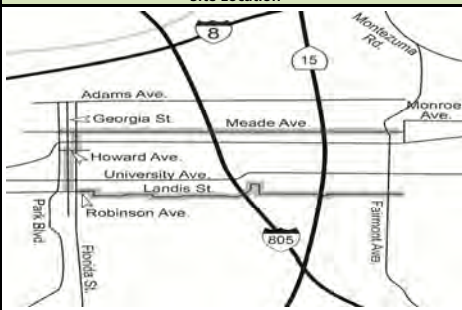
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total SANDAG &amp; Caltrans</b>	<b>\$182</b>	<b>\$1,184</b>	<b>\$690</b>	<b>\$4,158</b>	<b>\$9,455</b>	<b>\$1,598</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,269</b>
------------------------------------	--------------	----------------	--------------	----------------	----------------	----------------	------------	------------	------------	------------	------------	-----------------

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85170001 TIRCP	\$0	\$0	\$0	\$1,114	\$4,568	\$190	\$0	\$0	\$0	\$0	\$0	\$5,872
<b>Local</b>												
91000100 TransNet-BPNS	182	1,184	690	150	619	9	2	0	0	0	0	2,836
<b>Total</b>	<b>\$182</b>	<b>\$1,184</b>	<b>\$690</b>	<b>\$1,264</b>	<b>\$5,187</b>	<b>\$199</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,708</b>

Note: The California Transportation Commission is scheduled to approve \$8.561M of Active Transportation Program funding for this project in June 2019. These additional funds will be added at that time.

<b>Project Number:</b> 1223082 <b>RTIP Number:</b> SAN233 (Part of SAN227) <b>Project Name:</b> North Park/Mid-City Bikeways: Georgia-Meade Bikeway		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Danny Veeh <b>PM Phone Number:</b> (619) 699-7317	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Design 3.5 miles and construct 6.5 miles of urban bikeways including traffic calming improvements. Includes construction of Landis bikeway.		Construction will begin in summer 2019.	
<b>Project Limits</b>		<b>Major Milestones</b>	
Within the City of San Diego communities of North Park, Normal Heights, Kensington, and City Heights along Meade Avenue from Park Boulevard to 44th Street, Georgia Street between Robinson Avenue and Howard Avenue, Howard Avenue between Georgia Street and Florida Street, and Florida Street between Howard Avenue and Meade Avenue and Landis Street, Swift Avenue, Wightman Street, and 35th Street between Alabama Street and Chamoun Avenue.	Draft Environmental DocumentN/A		
	Final Environmental DocumentMay-16		
	Ready to AdvertiseMar-19		
	Begin ConstructionJul-19		
	Open to PublicJul-21		
	Construction CompleteJul-22		

#### SANDAG Expenditure Plan (\$000)

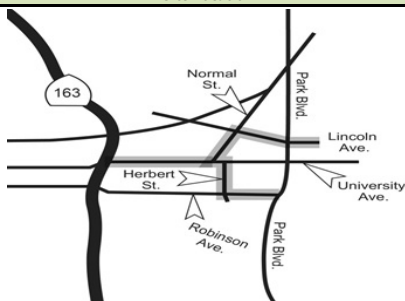
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$125	\$60	\$164	\$164	\$37	\$5	\$0	\$0	\$0	\$0	\$0	\$555
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	1,740	283	0	0	0	0	0	0	0	0	0	2,023
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	2,221	1,817	0	0	0	0	0	0	0	4,038
Construction Capital	0	0	8,883	7,268	0	0	0	0	0	0	0	16,151
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	13	16	51	51	11	0	0	0	0	0	0	142
Project Contingency	0	112	504	504	0	0	0	0	0	0	0	1,120
<b>Total SANDAG</b>	<b>\$1,878</b>	<b>\$471</b>	<b>\$11,823</b>	<b>\$9,804</b>	<b>\$48</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,029</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$1,878</b>	<b>\$471</b>	<b>\$11,823</b>	<b>\$9,804</b>	<b>\$48</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,029</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$1,878	\$471	\$11,823	\$9,804	\$48	\$5	\$0	\$0	\$0	\$0	\$0	\$24,029
<b>Total</b>	<b>\$1,878</b>	<b>\$471</b>	<b>\$11,823</b>	<b>\$9,804</b>	<b>\$48</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,029</b>

<b>Project Number:</b> 1223083 <b>RTIP Number:</b> SAN234 (Part of SAN228) <b>Project Name:</b> Uptown Bikeways: Eastern Hillcrest Bikeways		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Chris Romano <b>PM Phone Number:</b> (619) 699-6980	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Design and construct 1.3 miles of on-street bikeway, including design and construction of the Normal Street Promenade.		Design is 90 percent complete.	
<b>Project Limits</b>		<b>Major Milestones</b>	
University Avenue at SR 163 and connecting to the North Park/ Mid-City Bikeways.		Draft Environmental Document	N/A
		Final Environmental Document	Jul-16
		Ready to Advertise	Jul-20
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$40	\$87	\$60	\$34	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$231
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	475	1,207	310	0	0	0	0	0	0	0	0	1,992
Right-of-Way Support	0	19	0	0	0	0	0	0	0	0	0	19
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	129	400	200	0	0	0	0	0	0	729
Construction Capital	0	0	40	1,000	385	0	0	0	0	0	0	1,425
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	3	20	20	0	0	0	0	0	0	0	0	43
Project Contingency	0	185	170	50	0	0	0	0	0	0	0	405
<b>Total SANDAG</b>	<b>\$518</b>	<b>\$1,518</b>	<b>\$729</b>	<b>\$1,484</b>	<b>\$595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,844</b>

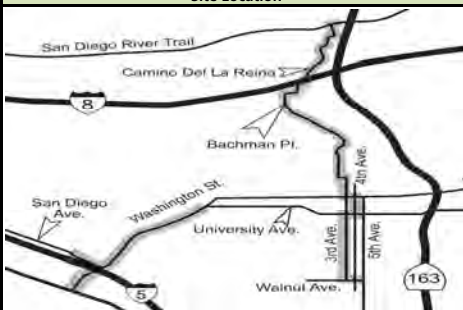
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total SANDAG &amp; Caltrans</b>	<b>\$518</b>	<b>\$1,518</b>	<b>\$729</b>	<b>\$1,484</b>	<b>\$595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,844</b>
------------------------------------	--------------	----------------	--------------	----------------	--------------	------------	------------	------------	------------	------------	------------	----------------

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91000100 TransNet-BPNS	\$518	\$1,157	\$0	\$374	\$595	\$0	\$0	\$0	\$0	\$0	\$0	\$2,644
91030001 City of San Diego	0	361	729	1,110	0	0	0	0	0	0	0	2,200
<b>Total</b>	<b>\$518</b>	<b>\$1,518</b>	<b>\$729</b>	<b>\$1,484</b>	<b>\$595</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,844</b>

<b>Project Number:</b> 1223084 <b>RTIP Number:</b> SAN235 (Part of SAN228) <b>Project Name:</b> Uptown Bikeways: Washington Street and Mission Valley Bikeways		<b>Corridor Director:</b> Linda Culp <b>Project Manager:</b> Danny Veeh <b>PM Phone Number:</b> (619) 699-7317												
Project Scope	Site Location	Progress to Date												
Final Design for 3.3 miles of on-street bikeways.		Design is 95 percent complete.												
Project Limits		Major Milestones												
Washington Street from the Washington Street Trolley Station to Ibis Street and Bachman Place, and from the San Diego River Trail in Mission Valley to Third Avenue and Walnut Street in Hillcrest.		<table><tr><td>Draft Environmental Document</td><td>N/A</td></tr><tr><td>Final Environmental Document</td><td>Jul-16</td></tr><tr><td>Ready to Advertise</td><td>TBD</td></tr><tr><td>Begin Construction</td><td>TBD</td></tr><tr><td>Open to Public</td><td>TBD</td></tr><tr><td>Construction Complete</td><td>TBD</td></tr></table>		Draft Environmental Document	N/A	Final Environmental Document	Jul-16	Ready to Advertise	TBD	Begin Construction	TBD	Open to Public	TBD	Construction Complete
Draft Environmental Document	N/A													
Final Environmental Document	Jul-16													
Ready to Advertise	TBD													
Begin Construction	TBD													
Open to Public	TBD													
Construction Complete	TBD													

#### SANDAG Expenditure Plan (\$000)


	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$47	\$51	\$59	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$161
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	494	858	412	5	0	0	0	0	0	0	0	1,769
Right-of-Way Support	0	8	0	0	0	0	0	0	0	0	0	8
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	1	34	15	0	0	0	0	0	0	0	0	50
Project Contingency	0	0	70	0	0	0	0	0	0	0	0	70
<b>Total SANDAG</b>	<b>\$542</b>	<b>\$951</b>	<b>\$556</b>	<b>\$9</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,058</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$542</b>	<b>\$951</b>	<b>\$556</b>	<b>\$9</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,058</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$542	\$951	\$556	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,058
<b>Total</b>	<b>\$542</b>	<b>\$951</b>	<b>\$556</b>	<b>\$9</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,058</b>

<b>Project Number:</b> 1223085		<b>Corridor Director:</b> Linda Culp	
<b>RTIP Number:</b> SAN236 (Part of SAN228)		<b>Project Manager:</b> Linda Culp	
<b>Project Name:</b> Uptown Bikeways: Mission Hills and Old Town Bikeways		<b>PM Phone Number:</b> (619) 699-6957	
Project Scope		Site Location	
Final design of 1.8 miles of on-street bikeways.			
Project Limits		Progress to Date	
University Avenue, between Ibis Street and First Street in Mission Hills, and on San Diego Avenue and Congress Street, between Five Points and Old Town in the City of San Diego.		Environmental phase complete. Final design in progress.	
		Major Milestones	
		Draft Environmental Document	N/A
		Final Environmental Document	Jul-16
		Ready to Advertise	TBD
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1	\$5	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	20	216	0	0	0	0	0	0	0	0	236
Right-of-Way Support	0	0	10	0	0	0	0	0	0	0	0	10
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	1	5	40	0	0	0	0	0	0	0	0	46
Project Contingency	0	0	35	0	0	0	0	0	0	0	0	35
<b>Total SANDAG</b>	<b>\$2</b>	<b>\$30</b>	<b>\$326</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$358</b>

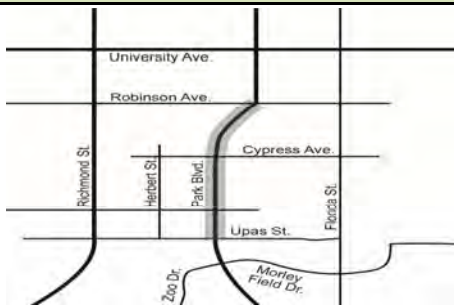
#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$2</b>	<b>\$30</b>	<b>\$326</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$358</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$2	\$30	\$326	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$358
<b>Total</b>	<b>\$2</b>	<b>\$30</b>	<b>\$326</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$358</b>



<b>Project Number: 1223086</b> <b>RTIP Number: SAN237 (Part of SAN228)</b> <b>Project Name: Uptown Bikeways: Park Boulevard Bikeway</b>			<b>Corridor Director: Linda Culp</b> <b>Project Manager: Chris Romano</b> <b>PM Phone Number: (619) 699-6980</b>		
<b>Project Scope</b> Design 0.4 miles of bikeway for Park and Robinson Intersection and connections to existing and future on-street bikeways.		<b>Site Location</b> 		<b>Progress to Date</b> Design is 30 percent complete.	
<b>Project Limits</b> Park Boulevard between Robinson Avenue and north of Upas Street in the City of San Diego.				<b>Major Milestones</b>	
				Draft Environmental Document	N/A
				Final Environmental Document	Feb-19
				Ready to Advertise	Jul-20
				Begin Construction	TBD
				Open to Public	TBD
				Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

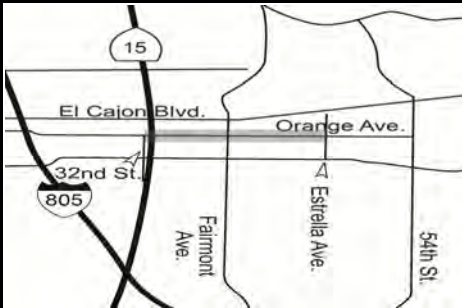
	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$8	\$58	\$60	\$5	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$132
Environmental Document	14	62	0	0	0	0	0	0	0	0	0	76
Design	0	200	70	0	0	0	0	0	0	0	0	270
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	35	20	0	0	0	0	0	0	55
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	3	27	5	0	0	0	0	0	0	0	0	35
Project Contingency	0	10	75	30	5	0	0	0	0	0	0	120
<b>Total SANDAG</b>	<b>\$25</b>	<b>\$357</b>	<b>\$210</b>	<b>\$70</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$688</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$25</b>	<b>\$357</b>	<b>\$210</b>	<b>\$70</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$688</b>

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$25	\$357	\$210	\$70	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$688
<b>Total</b>	<b>\$25</b>	<b>\$357</b>	<b>\$210</b>	<b>\$70</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$688</b>

<b>Project Number:</b> 1223087		<b>Corridor Director:</b> Linda Culp	
<b>RTIP Number:</b> SAN230 (Part of SAN227)		<b>Project Manager:</b> Alison Moss	
<b>Project Name:</b> North Park/Mid-City Bikeways: Orange Bikeway		<b>PM Phone Number:</b> (619) 595-5354	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Complete final design for a 2.5 mile bikeway consisting of on-street bike facilities and traffic calming improvements.		Final environmental document is 90 percent complete.	
<b>Project Limits</b>		<b>Major Milestones</b>	
In the City of San Diego community of City Heights on Orange Avenue, between 32nd Street and Estrella Avenue.		Draft Environmental Document	N/A
		Final Environmental Document	Jul-19
		Ready to Advertise	TBD
		Begin Construction	TBD
		Open to Public	TBD
		Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$35	\$40	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80
Environmental Document	0	56	10	0	0	0	0	0	0	0	0	66
Design	0	0	800	100	0	0	0	0	0	0	0	900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	50	10	5	0	0	0	0	0	0	0	65
Project Contingency	0	274	40	10	0	0	0	0	0	0	0	324
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$415</b>	<b>\$900</b>	<b>\$120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,435</b>

#### Caltrans Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$0</b>	<b>\$415</b>	<b>\$900</b>	<b>\$120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,435</b>


#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91000100 TransNet-BPNS	\$0	\$415	\$900	\$120	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,435
<b>Total</b>	<b>\$0</b>	<b>\$415</b>	<b>\$900</b>	<b>\$120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,435</b>

## **Chapter 9.4**

### **Major Capital Projects**

Projects described in this section are other regionally significant capital investments (more than \$1 million) necessary for the renewal and improvement of the region's transportation network as well as projects to improve quality of life.

<b>Project Number: 1128100</b>		<b>Corridor Director: Bruce Smith</b>	
<b>RTIP Number: SAN57</b>		<b>Project Manager: Omar Atayee</b>	
<b>Project Name: Mainline Drainage</b>		<b>PM Phone Number: (619) 595-5319</b>	
<b>Project Scope</b>		<b>Site Location</b>	
Develop, design, and construct drainage improvements and slope improvements to prevent track washouts and fouled ballast.			
<b>Project Limits</b>			
Metropolitan Transit System Trolley Orange Line		<b>Progress to Date</b>	
		Started construction in winter 2019.	
		<b>Major Milestones</b>	
		Draft Environmental Document	N/A
		Final Environmental Document	Mar-14
		Ready to Advertise	Mar-17
		Begin Construction	Mar-19
		Open to Public	Nov-19
		Construction Complete	Jul-20

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$359	\$86	\$80	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	541	1	0	0	0	0	0	0	0	0	0	542
Right-of-Way Support	2	6	0	0	0	0	0	0	0	0	0	8
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	213	290	290	0	0	0	0	0	0	0	0	793
Construction Capital	326	1,225	2,449	0	0	0	0	0	0	0	0	4,000
Professional Services	1	0	0	0	0	0	0	0	0	0	0	1
Vehicle Procurement	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Preliminary Engineering	170	0	0	0	0	0	0	0	0	0	0	170
Project Contingency	0	0	350	0	0	0	0	0	0	0	0	350
<b>Total SANDAG</b>	<b>\$1,612</b>	<b>\$1,608</b>	<b>\$3,169</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,394</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$1,612</b>	<b>\$1,608</b>	<b>\$3,169</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,394</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$1,082	\$1,286	\$2,535	\$4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,907
<b>State</b>												
85020001 - STA	260	0	0	0	0	0	0	0	0	0	0	260
<b>Local</b>												
91000100 - TransNet	0	0	99	1	0	0	0	0	0	0	0	100
91040000 - TDA	\$270	234	123	0	0	0	0	0	0	0	0	627
92060001 - MTS	0	88	412	0	0	0	0	0	0	0	0	500
<b>Total</b>	<b>\$1,612</b>	<b>\$1,608</b>	<b>\$3,169</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,394</b>

<b>Project Number: 1129200</b>		<b>Corridor Director: Chip Finch</b>	
<b>RTIP Number: SAN36</b>		<b>Project Manager: Dale Neuzil</b>	
<b>Project Name: OCS Insulator &amp; Catch Cable Replacement</b>		<b>PM Phone Number: (619) 595-5373</b>	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Installation of catch cables at all balance weight locations to comply with General Order 95 and replacement of aging stick insulators on the Orange and Green Trolley lines to provide better reliability.		Awarded construction contract in February 2017. Construction is nearly complete on the Orange line. Initial award for the Green line is anticipated in summer 2019.	
<b>Project Limits</b>		<b>Major Milestones</b>	
Orange Line from 12th & Imperial to Main Street in El Cajon. Green Line from County Center/Little Italy to Mission San Diego and Main Street in El Cajon to Santee.		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	Jun-16
		Begin Construction	Apr-17
		Open to Public	Nov-18
		Construction Complete	May-23

#### SANDAG Expenditure Plan (\$000)

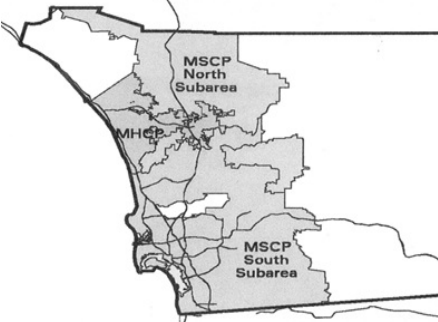
Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$622	\$125	\$100	\$30	\$30	\$30	\$0	\$0	\$0	\$0	\$0	\$937
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	331	14	30	0	0	0	0	0	0	0	0	375
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	804	405	200	12	12	11	0	0	0	0	0	1,444
Construction Capital	3,613	851	1,000	60	60	60	0	0	0	0	0	5,644
Professional Services	1	2	0	0	0	0	0	0	0	0	0	3
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	30	10	20	0	0	0	0	0	0	0	0	60
Project Contingency	0	212	100	0	0	0	0	0	0	0	0	312
<b>Total SANDAG</b>	<b>\$5,401</b>	<b>\$1,619</b>	<b>\$1,450</b>	<b>\$102</b>	<b>\$102</b>	<b>\$101</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,775</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$5,401</b>	<b>\$1,619</b>	<b>\$1,450</b>	<b>\$102</b>	<b>\$102</b>	<b>\$101</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,775</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$4,205	\$1,295	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,650
70270001 FTA Section 5309	312	0	27	0	0	0	0	0	0	0	0	339
<b>Local</b>												
91000100 TransNet-TSI	497	0	0	0	0	0	0	0	0	0	0	497
91040000 TDA	387	324	1,273	102	102	101	0	0	0	0	0	2,289
<b>Total</b>	<b>\$5,401</b>	<b>\$1,619</b>	<b>\$1,450</b>	<b>\$102</b>	<b>\$102</b>	<b>\$101</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,775</b>

<b>Project Number: 1130102</b>		<b>Corridor Director: Laura Coté</b>	
<b>RTIP Number: N/A</b>		<b>Project Manager: Kelly Mikhail</b>	
<b>Project Name: Financial System Upgrade Contract Management System</b>		<b>PM Phone Number: (619) 699-7386</b>	
<b>Project Scope</b>		<b>Site Location</b>	
This project will provide for a Contract Management System that will replace multiple databases with a single database system to administer SANDAG contracts and procurements.			
<b>Project Limits</b>		<b>Progress to Date</b>	
Regionwide		Executed contract in May 2018. System implementation May 2019.	
		<b>Major Milestones</b>	
		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	May-17
		Begin Construction	N/A
		Open to Public	N/A
		Construction Complete	May-20

**SANDAG Expenditure Plan (\$000)**


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$63	\$210	\$77	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Professional Services	169	102	401	0	0	0	0	0	0	0	0	672
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	30	0	0	0	0	0	0	0	0	30
<b>Total SANDAG</b>	<b>\$232</b>	<b>\$312</b>	<b>\$508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,052</b>

**Outside Agency Expenditure Plan (\$000)**

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$232</b>	<b>\$312</b>	<b>\$508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,052</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91040000 - TDA	\$232	\$0	\$174	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$406
91000100 - TransNet 1% Carryover	0	150	0	0	0	0	0	0	0	0	0	150
91000100 - TransNet MC	0	142	304	0	0	0	0	0	0	0	0	446
93140001 - SR 125 Toll Revenues	0	20	30	0	0	0	0	0	0	0	0	50
<b>Total</b>	<b>\$232</b>	<b>\$312</b>	<b>\$508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,052</b>

<b>Project Number: 1142300</b> <b>RTIP Number: SAN31</b> <b>Project Name: East Division Maintenance Facility</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Angela Anderson</b> <b>PM Phone Number: (619) 699-6934</b>		
<b>Project Scope</b>		<b>Site Location</b>		<b>Progress to Date</b>	
This project will build a new bus maintenance facility, renovate the existing maintenance garage building, and demolition of a building next to the maintenance facility.				Construction of the maintenance facility is complete. Demolition of the adjacent building will occur in FY 2020.	
<b>Project Limits</b>				<b>Major Milestones**</b>	
Norlak Avenue and North Quince Street in Escondido.				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Oct-19 Begin Construction May-20 Open to Public Nov-20 Construction Complete May-21	

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$535	\$12	\$12	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$568
Miscellaneous Equipment	8	0	0	0	0	0	0	0	0	0	0	8
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	1,156	15	35	10	0	0	0	0	0	0	0	1,216
Construction Capital	5,417	0	100	76	0	0	0	0	0	0	0	5,593
Professional Services	101	0	0	0	0	0	0	0	0	0	0	101
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	10	20	0	0	0	0	0	0	0	0	30
<b>Total SANDAG</b>	<b>\$7,217</b>	<b>\$37</b>	<b>\$167</b>	<b>\$95</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,516</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$7,217</b>	<b>\$37</b>	<b>\$167</b>	<b>\$95</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,516</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0


#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$3,183	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,183
FTA Section 5309	865	30	7	0	0	0	0	0	0	0	0	902
<b>State</b>												
85020001 STA	14	4	7	0	0	0	0	0	0	0	0	25
<b>Local</b>												
91040000 TDA	953	0	0	0	0	0	0	0	0	0	0	953
91000100 TransNet MC*	1,985	0	153	95	0	0	0	0	0	0	0	2,233
91060001 NCTD	217	3	0	0	0	0	0	0	0	0	0	220
<b>Total</b>	<b>\$7,217</b>	<b>\$37</b>	<b>\$167</b>	<b>\$95</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,516</b>

\*At its meeting on March 23, 2007, the Board of Directors approved the swap between State Transportation Improvement Program and TransNet funding for this project.

\*\* Milestone dates apply to demolition of the adjacent building only.

<b>Project Number:</b> 1142500	<b>Corridor Director:</b> Chip Finch
<b>RTIP Number:</b> SAN79	<b>Project Manager:</b> Dale Neuzil
<b>Project Name:</b> Centralized Train Control (CTC)	<b>PM Phone Number:</b> (619) 595-5373

Project Scope	Site Location	Progress to Date
Install state of the art Operations Control Center and robust Centralized Train Control (CTC) back office system for Metropolitan Transit System (MTS).		The CTC system is operational and monitoring all lines of the MTS - Trolley system. SANDAG is continuing the implementation of Phase IV of the capital improvements, which will provide interfaces to new and existing traction power substations along all Trolley lines.
Project Limits		Major Milestones
MTS - Trolley System		Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Mar-07 Begin Construction Jan-08 Open to Public Feb-12 Construction Complete Dec-19

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$1,755	\$9	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,766
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	302	31	31	0	0	0	0	0	0	0	0	364
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	521	0	0	0	0	0	0	0	0	0	0	521
Construction Capital	2,902	220	0	0	0	0	0	0	0	0	0	3,122
Professional Services	2,742	0	0	0	0	0	0	0	0	0	0	2,742
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Misc. Equipment	6,117	0	0	0	0	0	0	0	0	0	0	6,117
<b>Total SANDAG</b>	<b>\$14,339</b>	<b>\$260</b>	<b>\$33</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,632</b>

#### Outside Agency Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$14,339</b>	<b>\$260</b>	<b>\$33</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,632</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$5,145	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,145
<b>Local</b>												
91040000 TDA	1,071	0	0	0	0	0	0	0	0	0	0	1,071
91200001 MTS	106	260	33	0	0	0	0	0	0	0	0	399
91000100 TransNet-T	486	0	0	0	0	0	0	0	0	0	0	486
91000100 TransNet-MC*	7,531	0	0	0	0	0	0	0	0	0	0	7,531
<b>Total</b>	<b>\$14,339</b>	<b>\$260</b>	<b>\$33</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,632</b>

\* At its meeting on March 23, 2007, the Board of Directors approved the swap of State Transportation Improvement Program and TransNet funding for this project.



<b>Project Number: 1142600</b>		<b>Corridor Director: James Dreisbach-Towle</b>
<b>RTIP Number: SAN13</b>		<b>Project Manager: José Vargas</b>
<b>Project Name: Joint Transportation Operations Center (JTOC)</b>		<b>PM Phone Number: (619) 710-4043</b>
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>
The Joint Transportation Operation Center, will combine management functions and operations in a single facility including elements from transit, highways, and arterials, as well as create interfaces with public safety agencies within the region.		The project has completed a preliminary concept of operations(ConOps). An architectural consultant is using the completed ConOps to develop building improvement conceptual drawings, engineering plans, and specifications.
<b>Project Limits</b>		<b>Major Milestones</b>
Regionwide		Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Jun-19 Begin Construction Dec-19 Open to Public TBD Construction Complete TBD

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$23	\$45	\$40	\$35	\$35	\$35	\$35	\$0	\$0	\$0	\$0	\$248
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	820	600	250	0	0	0	0	0	0	0	1,670
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	75	75	150	150	150	0	0	0	0	600
Construction Capital	0	0	1,350	1,350	3,800	3,300	1,200	0	0	0	0	11,000
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	150	150	200	200	300	0	0	0	0	1,000
<b>Total SANDAG</b>	<b>\$23</b>	<b>\$865</b>	<b>\$2,215</b>	<b>\$1,860</b>	<b>\$4,185</b>	<b>\$3,685</b>	<b>\$1,685</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,518</b>


#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$23</b>	<b>\$865</b>	<b>\$2,215</b>	<b>\$1,860</b>	<b>\$4,185</b>	<b>\$3,685</b>	<b>\$1,685</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,518</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
70260001 FTA Section 5309	\$18	\$692	\$958	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,668
<b>Local</b>												
93140001 SR 125 Toll Revenues	5	173	240	0	0	0	0	0	0	0	0	418
93140001 SR 125 Toll Revenues	0	0	1,017	118	0	0	0	0	0	0	0	1,135
<b>Total</b>	<b>\$23</b>	<b>\$865</b>	<b>\$2,215</b>	<b>\$118</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,221</b>

Note: The entire cost of this project is estimated to be \$14.5 million. Continued funding is subject to the annual capital programming process.

<b>Project Number: 1144000</b>		<b>Corridor Director: Chip Finch</b>	
<b>RTIP Number: SAN36</b>		<b>Project Manager: Andre Tayou</b>	
<b>Project Name: Substation Supervisory Control and Data Acquisition (SCADA)</b>		<b>PM Phone Number: (619) 699-7340</b>	
<b>Project Scope</b>	<b>Site Location</b>		<b>Progress to Date</b>
Retrofit existing substations to provide for remote monitoring and operation of traction power substations.			Construction is 95 percent complete.
<b>Project Limits</b>			<b>Major Milestones</b>
Metropolitan Transit System - Trolley System			Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise Jan-14 Begin Construction Jan-15 Open to Public Dec-19 Construction Complete Dec-19

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$408	\$100	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$513
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	323	30	28	0	0	0	0	0	0	0	0	381
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	653	226	53	0	0	0	0	0	0	0	0	932
Construction Capital	1,972	794	404	0	0	0	0	0	0	0	0	3,170
Professional Services	2	0	0	0	0	0	0	0	0	0	0	2
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$3,358</b>	<b>\$1,150</b>	<b>\$490</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,998</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$3,358</b>	<b>\$1,150</b>	<b>\$490</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,998</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$2,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,380
<b>State</b>												
85020001 STA	18	1,043	0	0	0	0	0	0	0	0	0	1,061
<b>Local</b>												
91040000 TDA	906	0	0	0	0	0	0	0	0	0	0	906
91000100 TransNet MC	0	107	490	0	0	0	0	0	0	0	0	597
92060001 Miscellaneous Revenue	54	0	0	0	0	0	0	0	0	0	0	54
<b>Total</b>	<b>\$3,358</b>	<b>\$1,150</b>	<b>\$490</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,998</b>

<b>Project Number: 1145000</b>		<b>Corridor Director: Bruce Smith</b>	
<b>RTIP Number: SAN163</b>		<b>Project Manager: Angela Anderson</b>	
<b>Project Name: Los Peñasquitos Lagoon Bridge Replacement</b>		<b>PM Phone Number: (619) 699-6934</b>	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
This project will replace four aging timber trestle railway bridges.		Construction is completed. Post construction mitigation ongoing.	
<b>Project Limits</b>		<b>Major Milestones</b>	
Bridges 246.1, 246.9, 247.1, and 247.7 in the Los Peñasquitos Lagoon.		Draft Environmental Document	Jun-10
		Final Environmental Document	Jan-11
		Ready to Advertise	Apr-14
		Begin Construction	Dec-14
		Open to Public	Apr-18
		Construction Complete	Apr-18

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$2,034	\$40	\$20	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,114
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	1,256	0	0	0	0	0	0	0	0	0	0	1,256
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	8,677	157	0	0	0	0	0	0	0	0	0	8,834
Construction Capital	32,804	97	0	0	0	0	0	0	0	0	0	32,901
Professional Services	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	247	90	190	161	0	0	0	0	0	0	0	688
Communications	76	2	0	0	0	0	0	0	0	0	0	78
Project Contingency	0	5	219	67	0	0	0	0	0	0	0	291
<b>Total SANDAG</b>	<b>\$45,094</b>	<b>\$391</b>	<b>\$429</b>	<b>\$248</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,162</b>

#### Outside Agency Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$45,094</b>	<b>\$391</b>	<b>\$429</b>	<b>\$248</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,162</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
74060001 FTA TIGER Grant CA-79-0003	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000
FTA Section 5307	12,672	0	0	0	0	0	0	0	0	0	0	12,672
<b>Local</b>												
91000100 TransNet MC	4,898	0	0	0	0	0	0	0	0	0	0	4,898
91040000 TDA	2,404	0	0	0	0	0	0	0	0	0	0	2,404
91060000 NCTD	11,120	391	51	0	0	0	0	0	0	0	0	11,562
<b>Total</b>	<b>\$45,094</b>	<b>\$391</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,536</b>

Note: The entire cost of this project is estimated to be \$46.162 million. Continued funding is subject to the annual capital programming process.

<b>Project Number:</b> 1145300	<b>Corridor Director:</b> Bruce Smith
<b>RTIP Number:</b> SAN199	<b>Project Manager:</b> Angela Anderson
<b>Project Name:</b> Rose Canyon Bridge Replacements	<b>PM Phone Number:</b> (619) 699-6934

Project Scope	Site Location	Progress to Date											
This project will replace three aging timber trestle railway bridges.		The project study report was put on hold due to lack of funding.											
Project Limits		Major Milestones											
Mileposts 254.7, 255.1, and 255.3.		<table><tr><td>Draft Environmental Document</td><td>Sep-19</td></tr><tr><td>Final Environmental Document</td><td>Mar-20</td></tr><tr><td>Ready to Advertise</td><td>TBD</td></tr><tr><td>Begin Construction</td><td>TBD</td></tr><tr><td>Open to Public</td><td>TBD</td></tr><tr><td>Construction Complete</td><td>TBD</td></tr></table>	Draft Environmental Document	Sep-19	Final Environmental Document	Mar-20	Ready to Advertise	TBD	Begin Construction	TBD	Open to Public	TBD	Construction Complete
Draft Environmental Document	Sep-19												
Final Environmental Document	Mar-20												
Ready to Advertise	TBD												
Begin Construction	TBD												
Open to Public	TBD												
Construction Complete	TBD												

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$32	\$0	\$1	\$1	\$25	\$80	\$180	\$470	\$330	\$0	\$0	\$1,119
Environmental Document	18	0	26	0	237	200	0	0	0	0	0	481
Design	0	0	0	0	500	400	0	0	0	0	0	900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	250	470	350	0	0	1,070
Construction Capital	0	0	0	0	0	0	1,800	4,700	3,315	0	0	9,815
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	5	5	5	0	0	15
Communications	0	0	0	0	0	0	10	10	10	0	0	30
Project Contingency	0	0	0	50	50	100	170	450	295	0	0	1,115
<b>Total SANDAG</b>	<b>\$50</b>	<b>\$0</b>	<b>\$27</b>	<b>\$51</b>	<b>\$812</b>	<b>\$780</b>	<b>\$2,415</b>	<b>\$6,105</b>	<b>\$4,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,545</b>

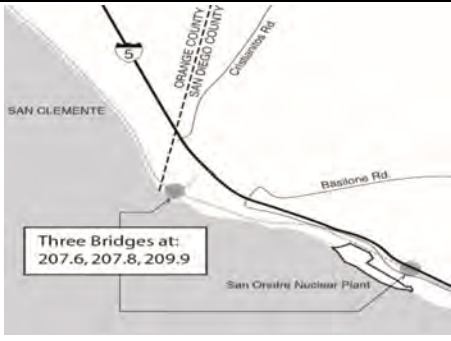
#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$50</b>	<b>\$0</b>	<b>\$27</b>	<b>\$51</b>	<b>\$812</b>	<b>\$780</b>	<b>\$2,415</b>	<b>\$6,105</b>	<b>\$4,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,545</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72320001 FTA Section 5307	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
<b>Local</b>												
91000100 TransNet MC	0	0	22	0	0	0	0	0	0	0	0	22
91040004 TDA	10	0	5	0	0	0	0	0	0	0	0	15
<b>Total</b>	<b>\$50</b>	<b>\$0</b>	<b>\$27</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77</b>

Note: The entire cost of this project is estimated to be \$14.5 million. Continued funding is subject to the annual capital programming process.

<b>Project Number: 1145400</b> <b>RTIP Number: SAN200</b> <b>Project Name: San Onofre Bridge Replacements</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Angela Anderson</b> <b>PM Phone Number: (619) 699-6934</b>		
<b>Project Scope</b> This project will replace three aging timber trestle railway bridges that were built in the early 1900s.		<b>Site Location</b> 		<b>Progress to Date</b> The project study report was put on hold due to lack of funding.	
<b>Project Limits</b> Mileposts 207.6, 207.8, and 209.9.				<b>Major Milestones</b>	
				Draft Environmental Document Sep-19 Final Environmental Document Mar-20 Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$32	\$0	\$2	\$5	\$550	\$200	\$100	\$0	\$0	\$0	\$0	\$889
Environmental Document	28	0	0	0	175	0	0	0	0	0	0	203
Design	0	0	0	0	1,100	50	0	0	0	0	0	1,150
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	990	335	15	0	0	0	0	1,340
Construction Capital	0	0	0	0	4,800	4,500	0	0	0	0	0	9,300
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	5	5	0	0	0	0	0	10
Communications	0	0	0	0	10	10	10	0	0	0	0	30
Project Contingency	0	0	0	0	363	356	0	0	0	0	0	719
<b>Total SANDAG</b>	<b>\$60</b>	<b>\$0</b>	<b>\$2</b>	<b>\$5</b>	<b>\$7,993</b>	<b>\$5,456</b>	<b>\$125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,641</b>

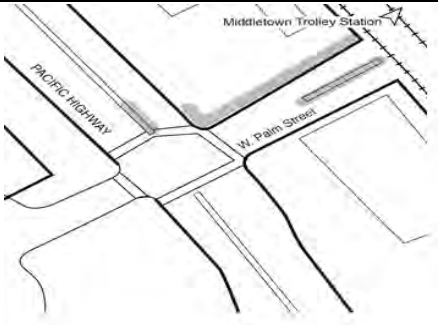
#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$60</b>	<b>\$0</b>	<b>\$2</b>	<b>\$5</b>	<b>\$7,993</b>	<b>\$5,456</b>	<b>\$125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,641</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$48	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48
<b>Local</b>												
91000100 TransNet MC	0	0	2	0	0	0	0	0	0	0	0	2
91040000 TDA	12	0	0	0	0	0	0	0	0	0	0	12
<b>Total</b>	<b>\$60</b>	<b>\$0</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$62</b>

Note: The entire cost of this project is estimated at \$13.641 million. Continued funding is subject to the annual capital programming process.

<b>Project Number: 1145500</b> <b>RTIP Number: SAN201</b> <b>Project Name: Airport Connection</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Omar Atayee</b> <b>PM Phone Number: (619) 699-6923</b>		
<b>Project Scope</b> Provide pedestrian improvements in the area connecting the Middletown light-rail station and the planned airport shuttle stop west of Pacific Highway. Planned improvements include street and sidewalk, landscaping, lighting, signal modifications, and curb return improvements.		<b>Site Location</b> 		<b>Progress to Date</b> Coordination with stakeholders to rescope project.	
<b>Project Limits</b> West Palm Street between Pacific Highway and Middletown Trolley Station.				<b>Major Milestones</b>	
				Draft Environmental Document N/A Final Environmental Document N/A Ready to Advertise TBD Begin Construction TBD Open to Public TBD Construction Complete TBD	

**SANDAG Expenditure Plan (\$000)**

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$212	\$20	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$244
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	304	0	0	0	0	0	0	0	0	0	0	304
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	153	19	140	0	0	0	0	0	0	0	0	312
Construction Capital	390	0	538	0	0	0	0	0	0	0	0	928
Professional Services	1	0	0	0	0	0	0	0	0	0	0	1
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$1,060</b>	<b>\$39</b>	<b>\$690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,789</b>

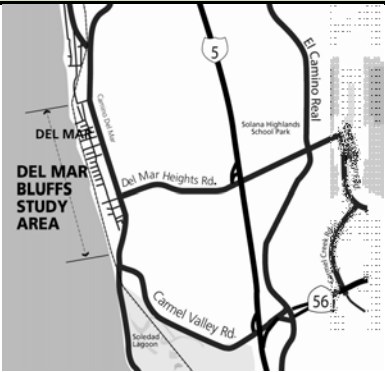
**Outside Agency Expenditure Plan (\$000)**

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$1,060</b>	<b>\$39</b>	<b>\$690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,789</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Funding Plan (\$000)**

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
91000100 TransNet MC*	\$1,060	\$39	\$690	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,789
<b>Total</b>	<b>\$1,060</b>	<b>\$39</b>	<b>\$690</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,789</b>

\* In January 2019 the exchange of Congestion Mitigation and Air Quality Improvement Program and High Priority Projects Demo funding for TransNet funding was approved for this project.

<b>Project Number: 1146100</b>		<b>Corridor Director: Bruce Smith</b>
<b>RTIP Number: SAN226</b>		<b>Project Manager: Alexandra DeVaux</b>
<b>Project Name: Del Mar Bluffs IV</b>		<b>PM Phone Number: (619) 595-5613</b>
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>
Stabilization of 1.6 miles of coastal bluff, including replacing/repairing deteriorating drainage structures, installing piling to stabilize eroded areas of the bluff, installing piles to support existing sea walls, and repairing existing slope failures.		Design 100 percent complete. Construction is scheduled to begin in fall 2019.
<b>Project Limits</b>		<b>Major Milestones</b>
City of Del Mar from Mile Post (MP) 244.1 near Coast Boulevard to MP 245.7 at Carmel Valley Road.		Draft Environmental Document Jul-17 Final Environmental Document Feb-19 Ready to Advertise Apr-19 Begin Construction Sep-19 Open to Public May-20 Construction Complete May-21

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$111	\$90	\$71	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282
Environmental Document	71	64	0	0	0	0	0	0	0	0	0	135
Design	474	331	0	0	0	0	0	0	0	0	0	\$805
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	450	0	0	0	0	0	0	0	0	450
Construction Capital	0	0	1,550	0	0	0	0	0	0	0	0	1,550
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	5	0	0	0	0	0	0	0	0	5
Communications	0	0	30	0	0	0	0	0	0	0	0	30
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$656</b>	<b>\$485</b>	<b>\$2,106</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,257</b>

#### NCTD

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support incl Flagging	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$656</b>	<b>\$485</b>	<b>\$2,106</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,257</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
FTA Section 5307	\$439	\$361	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800
<b>State</b>												
83000001 STIP	0	34	1,956	10	0	0	0	0	0	0	0	2,000
<b>Local</b>												
91060001 NCTD	107	0	150	0	0	0	0	0	0	0	0	257
91040000 TDA	110	90	0	0	0	0	0	0	0	0	0	200
<b>Total</b>	<b>\$656</b>	<b>\$485</b>	<b>\$2,106</b>	<b>\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,257</b>

<b>Project Number: 1146500</b>		<b>Corridor Director: Bruce Smith</b>
<b>RTIP Number: SAN132</b>		<b>Project Manager: Pete d'Ablaing</b>
<b>Project Name: Bridge 257.2 Replacement Project</b>		<b>PM Phone Number: (619) 699-1906</b>
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>
Replace bridge at Mile Post 257.2 and construct drainage and necessary track improvements.		Draft environmental document is complete. Bridge 257.2 design is 90 percent complete.
<b>Project Limits</b>		<b>Major Milestones</b>
On coastal rail corridor from Control Point (CP) Elvira near SR 52 to CP Rose near Regents Road.		Draft Environmental Document Jun-16 Final Environmental Document Nov-18 Ready to Advertise Jan-19 Begin Construction TBD Open to Public TBD Construction Complete TBD

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$15	\$3	\$171	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200
Environmental Document	0	0	150	0	0	0	0	0	0	0	0	150
Design	756	0	246	0	0	0	0	0	0	0	0	\$1,002
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	710	100	0	0	0	0	0	0	0	810
Construction Capital	0	0	2,723	370	0	0	0	0	0	0	0	3,093
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	212	0	0	0	0	0	0	0	212
<b>Total SANDAG</b>	<b>\$771</b>	<b>\$3</b>	<b>\$4,000</b>	<b>\$693</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,467</b>

#### NCTD

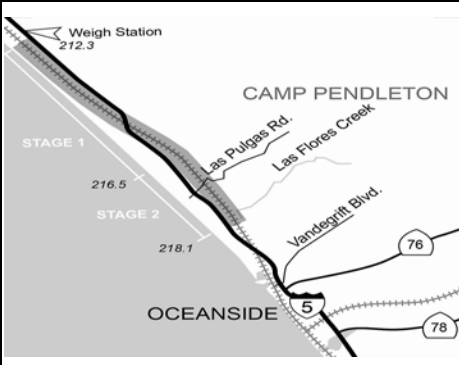
Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total NCTD</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; NCTD</b>	<b>\$771</b>	<b>\$3</b>	<b>\$4,000</b>	<b>\$693</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,467</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Federal</b>												
72320001 FTA Section 5307 CA-90-Z207	\$617	\$2	\$1,461	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,080
72460001 FTA Section 5307 CA-2018-153	0	0	1,556	0	0	0	0	0	0	0	0	1,556
<b>Local</b>												
91040000 TDA	0	0	389	0	0	0	0	0	0	0	0	389
91060001 NCTD (STA-SB1)	154	1	365	0	0	0	0	0	0	0	0	520
91060001 NCTD (Y958/TDA)	0	0	229	0	0	0	0	0	0	0	0	229
<b>Total</b>	<b>\$771</b>	<b>\$3</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,774</b>

Note: The entire cost of this project is estimated to be \$5.5 million. Continued funding is subject to the annual capital programming process.



<b>Project Number: 1146600</b> <b>RTIP Number: SAN115</b> <b>Project Name: San Onofre to Pulgas Double Track - Phase 2</b>			<b>Corridor Director: Bruce Smith</b> <b>Project Manager: Angela Anderson</b> <b>PM Phone Number: (619) 699-6934</b>		
<b>Project Scope</b> Design and construction of approximately 1.6 miles of new second main track adjacent to existing track, build two new bridges, and new signal for the Los Angeles – San Diego – San Luis Obispo Rail Corridor, from Control Point (CP) Don to CP Pulgas.		<b>Site Location</b> 		<b>Progress to Date</b> Phase 2 design is 95 percent complete.	
<b>Project Limits</b> From CP Don at Mile Post (MP) 216.5 to CP Pulgas at MP 218.1 at Camp Pendleton.				<b>Major Milestones</b>	
				Draft Environmental Document	N/A
				Final Environmental Document	Apr-12
				Ready to Advertise	Sep-20
				Begin Construction	TBD
				Open to Public	TBD
				Construction Complete	TBD

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$36	\$75	\$190	\$199	\$80	\$50	\$0	\$0	\$0	\$0	\$630
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	20	450	176	0	0	0	0	0	0	0	646
Right-of-Way Support	0	0	60	40	10	0	0	0	0	0	0	110
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	450	2,850	1,876	70	0	0	0	5,246
Construction Capital	0	0	0	0	10,000	6,585	2,500	0	0	0	0	19,085
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	5	5	10	10	10	0	0	0	0	40
Communications	0	0	5	15	20	0	0	0	0	0	0	40
Project Contingency	0	40	50	10	600	600	121	0	0	0	0	1,421
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$96</b>	<b>\$645</b>	<b>\$436</b>	<b>\$11,289</b>	<b>\$10,125</b>	<b>\$4,557</b>	<b>\$70</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,218</b>


#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$0</b>	<b>\$96</b>	<b>\$645</b>	<b>\$436</b>	<b>\$11,289</b>	<b>\$10,125</b>	<b>\$4,557</b>	<b>\$70</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,218</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>State</b>												
85130001 Prop-1B Intercity Rail	\$0	\$96	\$645	\$436	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,177
<b>Total</b>	<b>\$0</b>	<b>\$96</b>	<b>\$645</b>	<b>\$436</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,177</b>

Note: The entire cost of this project is estimated to be \$27.2 million. Continued funding is subject to the annual capital programming process.

<b>Project Number: 1146700</b>		<b>Corridor Director: John Haggerty</b>	
<b>RTIP Number: N/A</b>		<b>Project Manager: Greg Gastelum</b>	
<b>Project Name: UC San Diego Mid-Coast Improvements</b>		<b>PM Phone Number: (619) 699-7378</b>	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
Betterments for utilities and roadway improvements on the UC San Diego campus that are needed prior to constructing final Mid-Coast Corridor project improvements.		Construction is underway.	
<b>Project Limits</b>		<b>Major Milestones</b>	
UC San Diego campus at Pepper Canyon		Draft Environmental Document	N/A
		Final Environmental Document	May-18
		Ready to Advertise	May-18
		Begin Construction	May-18
		Open to Public	Jun-19
		Construction Complete	Sep-19

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$9	\$15	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30
Environmental Document	6	44	0	0	0	0	0	0	0	0	0	\$50
Design	102	218	0	0	0	0	0	0	0	0	0	\$320
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	\$0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	\$0
Construction Support	29	198	3	0	0	0	0	0	0	0	0	\$230
Construction Capital	0	2,100	100	0	0	0	0	0	0	0	0	\$2,200
Vehicles	0	0	0	0	0	0	0	0	0	0	0	\$0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	\$0
Communications	0	0	0	0	0	0	0	0	0	0	0	\$0
Project Contingency	0	0	200	0	0	0	0	0	0	0	0	200
<b>Total SANDAG</b>	<b>\$146</b>	<b>\$2,575</b>	<b>\$309</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,030</b>

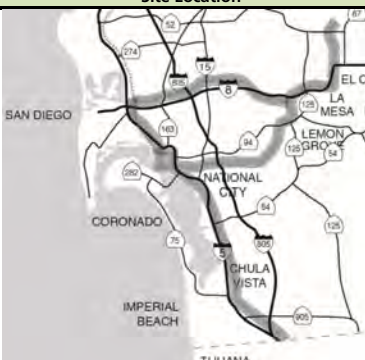
#### CALTRANS Expenditure Plan (\$000)

	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Caltrans</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Total Proposed SANDAG & Caltrans	\$146	\$2,575	\$309	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,030
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
91140001 UC San Diego	\$146	\$2,575	\$309	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,030
<b>Total</b>	<b>\$146</b>	<b>\$2,575</b>	<b>\$309</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,030</b>

<b>Project Number:</b> 1146800	<b>Corridor Director:</b> Chip Finch
<b>RTIP Number:</b> N/A	<b>Project Manager:</b> Dale Neuzil
<b>Project Name:</b> Centralized Train Control (CTC) Technology Refresh	<b>PM Phone Number:</b> (619) 595-5373

Project Scope	Site Location	Progress to Date												
Upgrade hardware and software at the Operations Centralized Train Control (CTC) back office system for the Metropolitan Transit System (MTS). These upgrades will prepare CTC for the Mid-Coast Trolley extension.		The CTC system is operational and monitoring all lines of the MTS Trolley system. SANDAG is finalizing the implementation of Phase IV of the capital improvements, which will provide interfaces to new and existing traction power substations along all Trolley lines.												
Project Limits		Major Milestones												
MTS - Trolley System		<table><tr><td>Draft Environmental Document</td><td>N/A</td></tr><tr><td>Final Environmental Document</td><td>N/A</td></tr><tr><td>Ready to Advertise</td><td>May-18</td></tr><tr><td>Begin Construction</td><td>Aug-18</td></tr><tr><td>Open to Public</td><td>Oct-20</td></tr><tr><td>Construction Complete</td><td>Mar-21</td></tr></table>	Draft Environmental Document	N/A	Final Environmental Document	N/A	Ready to Advertise	May-18	Begin Construction	Aug-18	Open to Public	Oct-20	Construction Complete	Mar-21
Draft Environmental Document	N/A													
Final Environmental Document	N/A													
Ready to Advertise	May-18													
Begin Construction	Aug-18													
Open to Public	Oct-20													
Construction Complete	Mar-21													

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$55	\$30	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$91
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	995	537	69	0	0	0	0	0	0	0	1,601
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	10	0	0	0	0	0	0	0	0	0	10
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$1,060</b>	<b>\$567</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,702</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$0</b>	<b>\$1,060</b>	<b>\$567</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,702</b>
Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Local												
91200001 MTS	0	1,060	567	75	0	0	0	0	0	0	0	1,702
<b>Total</b>	<b>\$0</b>	<b>\$1,060</b>	<b>\$567</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,702</b>

<b>Project Number: 1400000</b>		<b>Corridor Director: Ray Traynor</b>			
<b>RTIP Number: N/A</b>		<b>Project Manager: Jiqin Zeng</b>			
<b>Project Name: Regional Tolling Back Office System</b>		<b>PM Phone Number: (619) 710-4046</b>			
<b>Project Scope</b>		<b>Site Location</b>			
This project will deliver a Regional Tolling Back Office System and combine the existing tolling system from I-15 and SR 125, as well as create a system that will support future roadways that will have a tolling option.					
<b>Project Limits</b>				<b>Progress to Date</b>	
Regionwide				Regional tolling concept of operations and back office functional system requirement are complete. FY 2019 work includes further development of the performance-based technical specification and system design.	
		<b>Major Milestones</b>			
		Draft Environmental Document		N/A	
		Final Environmental Document		N/A	
		Ready to Advertise		Apr-16	
		Begin Construction		Mar-17	
		Open to Public		Oct-19	
		Construction Complete		Oct-19	

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$570	\$470	\$560	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,750
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	1,056	0	1	0	0	0	0	0	0	0	0	1,057
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	621	583	625	106	0	0	0	0	0	0	0	1,935
Construction Capital	1,302	2,459	4,363	181	0	0	0	0	0	0	0	8,305
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	3,058	0	0	0	0	0	0	0	0	3,058
<b>Total SANDAG</b>	<b>\$3,549</b>	<b>\$3,512</b>	<b>\$8,607</b>	<b>\$437</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,105</b>

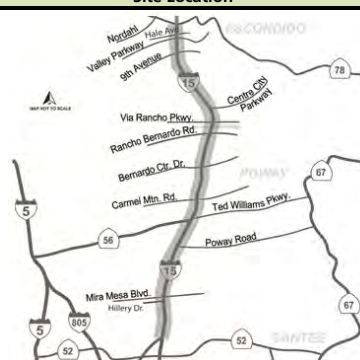
#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$3,549</b>	<b>\$3,512</b>	<b>\$8,607</b>	<b>\$437</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,105</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	PRIOR YEARS	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	TOTAL
<b>Local</b>												
92140001 I-15 FasTrak® Revenue	\$1,278	\$1,264	\$3,099	\$157	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,798
93140001 SR 125 Toll Revenues	2,271	2,248	5,508	280	0	0	0	0	0	0	0	10,307
<b>Total</b>	<b>\$3,549</b>	<b>\$3,512</b>	<b>\$8,607</b>	<b>\$437</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,105</b>

<b>Project Number:</b> 1400302	<b>Corridor Director:</b> Ryan Ross
<b>RTIP Number:</b> N/A	<b>Project Manager:</b> Alex Estrella
<b>Project Name:</b> I-15 Managed Lanes Dynamic Signage	<b>PM Phone Number:</b> (619) 699-1928

Project Scope	Site Location	Progress to Date												
Project focuses on performing a baseline review of existing I-15 Managed Lanes (ML) signage and providing an assessment and evaluation of possible signage design improvements to improve the effectiveness of I-15 ML operations.		Baseline review, assessment, and design plan improvements are complete. Construction and replacement of existing I-15 FasTrak®. Signs and project final documentation is complete.												
Project Limits		Major Milestones												
I-15 corridor between SR 52 and SR 78.		<table><tr><td>Draft Environmental Document</td><td>N/A</td></tr><tr><td>Final Environmental Document</td><td>N/A</td></tr><tr><td>Ready to Advertise</td><td>Jun-17</td></tr><tr><td>Begin Construction</td><td>Jul-17</td></tr><tr><td>Open to Public</td><td>Apr-18</td></tr><tr><td>Construction Complete</td><td>Jun-18</td></tr></table>	Draft Environmental Document	N/A	Final Environmental Document	N/A	Ready to Advertise	Jun-17	Begin Construction	Jul-17	Open to Public	Apr-18	Construction Complete	Jun-18
Draft Environmental Document	N/A													
Final Environmental Document	N/A													
Ready to Advertise	Jun-17													
Begin Construction	Jul-17													
Open to Public	Apr-18													
Construction Complete	Jun-18													

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	580	68	0	0	0	0	0	0	0	0	648
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	822	0	0	0	0	0	0	0	0	0	822
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$1,402</b>	<b>\$68</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,470</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$0</b>	<b>\$1,402</b>	<b>\$68</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,470</b>
Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
92140001 I-15 FasTrak® Revenues	\$0	\$1,402	\$68	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,470
<b>Total</b>	<b>\$0</b>	<b>\$1,402</b>	<b>\$68</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,470</b>

Project Number: 1400401		Corridor Director: Karen Jewel	
RTIP Number: N/A		Project Manager: Ramon Martinez	
Project Name: SR 125 Pavement Overlay		PM Phone Number: (619) 688-2516	
Project Scope		Site Location	
This project will complete the pavement preservation of SR 125.			
Project Limits		Progress to Date	
SR 125 between Otay Mesa Road and San Miguel Overcrossing.		Construction is complete. Project is currently in closeout.	
		Major Milestones	
		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	Jun-17
		Begin Construction	Aug-17
		Open to Public	Apr-18
		Construction Complete	Jan-20

#### SANDAG Expenditure Plan (\$000)


Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Caltrans Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	604	0	0	0	0	0	0	0	0	0	0	604
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	897	60	122	0	0	0	0	0	0	0	0	1,079
Construction Capital	5,452	700	109	0	0	0	0	0	0	0	0	6,261
<b>Total Caltrans</b>	<b>\$6,953</b>	<b>\$760</b>	<b>\$231</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,944</b>
<b>Total SANDAG &amp; Caltrans</b>	<b>\$6,953</b>	<b>\$760</b>	<b>\$231</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,944</b>
SR 125 Pass-Through	\$7,350	\$363	\$231	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,944
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
93140001 SR 125 Toll Revenues	\$7,350	\$363	\$231	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,944
<b>Total</b>	<b>\$7,350</b>	<b>\$363</b>	<b>\$231</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,944</b>

<b>Project Number: 1400402</b>		<b>Corridor Director: Ray Traynor</b>	
<b>RTIP Number: N/A</b>		<b>Project Manager: Francine Jimenez</b>	
<b>Project Name: Roadway Toll Collection System</b>		<b>PM Phone Number: (619) 699-4871</b>	
<b>Project Scope</b>	<b>Site Location</b>	<b>Progress to Date</b>	
This project will deliver updated tolling roadway equipment and systems for the SR 125 and I-15 freeways, and includes an option for SR 11. The following equipment and systems are included: toll tag readers, antennae, and all necessary systems to process toll transactions.		The Roadway System Project awarded a contract to a contractor valued at \$63 million for the replacement of SANDAG's two existing roadway tolling facilities along the I-15 Express Lanes and SR 125. The system is currently in the testing phase.	
<b>Project Limits</b>		<b>Major Milestones</b>	
SR 125 between Otay Mesa Road and SR 54, I-15 between SR 78 and SR 52, SR 11.		Draft Environmental Document	N/A
		Final Environmental Document	N/A
		Ready to Advertise	May-17
		Begin Construction	Dec-17
		Open to Public	May-20
		Construction Complete	Dec-20

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$265	\$226	\$311	\$630	\$42	\$0	\$0	\$0	\$0	\$0	\$0	\$1,474
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	427	312	460	0	0	0	0	0	0	0	0	1,199
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	347	51	362	296	0	0	0	0	0	0	0	1,056
Construction Capital	2,380	12,273	15,994	10,358	0	0	0	0	0	0	0	41,005
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	1,500	0	0	0	0	0	0	0	1,500
<b>Total SANDAG</b>	<b>\$3,419</b>	<b>\$12,862</b>	<b>\$17,127</b>	<b>\$12,784</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,234</b>


#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$3,419</b>	<b>\$12,862</b>	<b>\$17,127</b>	<b>\$12,784</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,234</b>
TransNet Pass-Through	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
92140001 I-15 FasTrak® Revenues	\$1,641	\$6,174	\$8,221	\$2,488	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$18,544
93140001 SR 125 Toll Revenues	1,778	6,688	8,906	2,696	22	0	0	0	0	0	0	20,090
<b>Total</b>	<b>\$3,419</b>	<b>\$12,862</b>	<b>\$17,127</b>	<b>\$5,184</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,634</b>

Note: The entire cost of this project is estimated to be \$46.2 million. Funding for the SR 11 portion of this work is subject to the annual capital programming process.

<b>Project Number:</b> 1400405		<b>Corridor Director:</b> Karen Jewel		
<b>RTIP Number:</b> N/A		<b>Project Manager:</b> Ramon Martinez		
<b>Project Name:</b> SR 125 Ramps Overlay		<b>PM Phone Number:</b> (619) 688-2516		
<b>Project Scope</b>		<b>Site Location</b>		
The project will complete pavement preservation on the SR 125 ramps and update American with Disabilities Act curb ramps.				
<b>Project Limits</b>				
SR 125 between Birch Road and San Miguel Creek Bridge.		<b>Progress to Date</b>		
		Design is 80 percent complete.		
		<b>Major Milestones</b>		
		Draft Environmental Document		N/A
		Final Environmental Document		N/A
		Ready to Advertise		Apr-20
		Begin Construction		Jun-20
		Open to Public		Sep-21
		Construction Complete		Dec-23

#### SANDAG Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Document	0	0	0	0	0	0	0	0	0	0	0	0
Design	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	0	0	0	0	0	0	0	0	0
Construction Capital	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Project Contingency	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total SANDAG</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### Outside Agency Expenditure Plan (\$000)

Budget Phase	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Environmental Document	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	0	1,000	1,500	400	0	0	0	0	0	0	0	2,900
Right-of-Way Support	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-Way Capital	0	0	0	0	0	0	0	0	0	0	0	0
Construction Support	0	0	0	2,000	700	70	30	0	0	0	0	2,800
Construction Capital	0	0	0	7,500	1,300	45	5	0	0	0	0	8,850
<b>Total Outside Agency</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>\$9,900</b>	<b>\$2,000</b>	<b>\$115</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,550</b>
<b>Total SANDAG &amp; Outside Agency</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>\$9,900</b>	<b>\$2,000</b>	<b>\$115</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,550</b>
SR 125 Pass-Through	\$0	\$1,000	\$1,500	\$9,900	\$2,000	\$115	\$35	\$0	\$0	\$0	\$0	\$14,550
Caltrans RE Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

#### Funding Plan (\$000)

Funding Source	Prior Years	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Total
<b>Local</b>												
93140001 SR 125 Toll Revenues	\$0	\$1,000	\$1,500	\$9,900	\$2,000	\$115	\$35	\$0	\$0	\$0	\$0	\$14,550
<b>Total</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>\$9,900</b>	<b>\$2,000</b>	<b>\$115</b>	<b>\$35</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,550</b>



## **Chapter 9.5**

### **Minor Capital Projects**

Projects described in this section include capital improvement and replacement projects of less than \$1 million.

Project No.	Project Title	Budget (\$000s)
1128400	<b>Document Control</b> This project will develop and implement a standardized project document management filing system, a current configuration drawing management system, and a historical document archive in conformance with regulatory requirements.	\$300
1130100	<b>Financial System Upgrades</b> This project will provide for a required upgrade of the SANDAG financial accounting software including a comprehensive business process review, enhanced reporting, leveraging new features, and assessing and purchasing new modules for potential implementation to maximize efficiency and effectiveness.	\$692
1130101	<b>Financial System Upgrades -Small Business System</b> This project will provide for database systems to monitor both Labor Compliance/Prevailing Wage requirements and Disadvantaged Business Enterprises (DBE) prompt payment to subcontractors. Each system will provide specific reports to help SANDAG meet funding agency reporting requirements and ensure our vendors are in compliance with the DBE and Labor Compliance Laws.	\$547
1130800	<b>Invoice Management and Document Control System</b> This project will provide for hardware and software to administer accounts payable. The system capabilities include processing and storing invoices electronically, electronic invoice review and approvals via workflows, and the ability to support billing and audit requests. The new system will be fully integrated with ONESolution, which is the SANDAG financial accounting system.	\$300
1131300	<b>NCTD Bus Wash Replacement - West Division</b> Replace the existing drive through bus wash systems at the West Division Facility.	\$721
1131400	<b>Light Rail Vehicle (LRV) Procurement Support</b> This project provides LRV procurement support services for the procurement of nine new Metropolitan Transit System light rail vehicles. Services include: (a) project management assistance; (b) design review and vehicle manufacturing first article inspection services; and (c) perform and prepare post-delivery Buy America audit of rolling stock.	\$150
1144800	<b>Regional Arterial Detection Deployment - Phase 1</b> Develop system for the automated, continuous, real-time monitoring, and reporting of transportation and arterial data metrics that will be used to support and improve regional performance management efforts for State of the Commute, <i>TransNet</i> reporting, and other performance reporting requirements including efforts anticipated from Moving Ahead for Progress in the 21st Century Act/Fixing America's Surface Transportation Act legislation.	\$719
1144900	<b>North Green Beach Bridge Replacement</b> This project will replace three timber spans on the North Green Beach Bridge.	\$478
<b>Total Minor Capital Projects</b>		<b>\$3,907</b>

## **Chapter 9.6**

### **Projects Pending Closeout**

Projects described in this section include capital projects that are substantially complete.

Project No.	Project Title	Budget (\$000s)
1049600	<b>East County Bus Maintenance Facility</b> Construct operations and maintenance facility for up to 120 vehicles used by Metropolitan Transit System bus contractors. Construction is complete and project is in closeout phase.	\$45,625
1143200	<b>University Town Center (UTC) Transit Center</b> Provide engineering oversight and a financial contribution towards construction for the relocation and expansion of the transit facility at the Westfield UTC shopping mall. Construction was completed in October 2017. Project is in closeout phase.	\$5,700
1143700	<b>Bayshore Bikeway: Segments 4 &amp; 5</b> Construct 2.8 miles of new bike path with project design and construction separated into two phases consisting of Segment 4 from 32nd Street in San Diego to Vesta Street and Segment 5 from Vesta Street to National City Marina. Project is open to the public.	\$6,482
1200502	<b>I-5 HOV Extension &amp; Lomas Santa Fe Interchange</b> Construct northbound high-occupancy vehicle (HOV) lane from Del Mar Heights Road to Manchester Avenue and southbound HOV lane from Sorrento Valley Boulevard to Manchester Avenue. Modify Lomas Santa Fe Avenue interchange and construct auxiliary lanes.	\$67,720
1200503	<b>I-5/SR 56 Interchange</b> Final environmental document for west-to-north and south-to-east general purpose connectors including final design for one auxiliary lane on eastbound State Route 56 (SR 56) from El Camino Real to Carmel Country Road.	\$12,513
1201102	<b>SR 11 and Otay Mesa East Port of Entry: Segment 1 Construction</b> Construct State Route 11 four-lane highway from State Route 125 (SR 125) to Enrico Fermi Drive.	\$66,330
1201501	<b>I-15 Express Lanes South Segment</b> Construct four express lanes with moveable median barrier along Interstate 15 (I-15) from State Route 163 to SR 56.	\$331,022
1201502	<b>I-15 Express Lanes Middle Segment</b> Construct four express lanes, moveable median barrier, and direct access ramps at Ted Williams Parkway and Rancho Bernardo Road on I-15 from SR 56 to Centre City Parkway. Express lanes opened to the public in March 2009. Landscape work is complete.	\$466,269
1201503	<b>I-15 Express Lanes North Segment</b> Construct four express lanes, fixed median barrier, and direct access ramps at Hale Avenue on I-15 from Centre City Parkway to State Route 78 (SR 78). Express lanes opened to the public in January 2012. Landscaping is complete.	\$185,479
1201506	<b>I-15 Mira Mesa Direct Access Ramp - Bus Rapid Transit Station</b> Construct direct access ramps, transit station with bus staging platforms, bike lockers, and station amenities.	\$55,589
1201509	<b>Downtown BRT Stations</b> New and modified transit stops at Park Boulevard, 11th Avenue, India Street, and Kettner Boulevard along Broadway.	\$20,844
1201510	<b>SR 78 Nordahl Road Interchange</b> SR 78 Nordahl Road Interchange on SR 78 at Nordahl Road. Project opened to the public in 2012. Landscaping is 99 percent complete.	\$24,220
1201513	<b>South Bay BRT Maintenance Facility</b> Expansion of the South Bay Maintenance Facility to accommodate maintenance of Bus Rapid Transit vehicles, including property acquisition, site preparation, lighting, parking, fencing, and bus servicing facilities.	\$60,029
1205203	<b>SR 52 Extension</b> Construct four general purpose lanes, direct connectors at SR 125 and State Route (SR 67), and interchanges at Fanita Drive, Magnolia Avenue, and Cuyamaca Street on State Route 52 from SR 125 to SR 67. The new freeway opened to the public in March 2011. Landscaping is 100 percent complete.	\$460,509
1390501	<b>SR 905: I-805 to Britannia Boulevard</b> Construct a six-lane freeway on new alignment from Interstate 805 to Britannia Boulevard. Project is open to the public.	\$85,774
<b>Total Projects Pending Closeout</b>		<b>\$1,894,105</b>

## **Chapter 9.7**

### **Projects Completed Through A Major Milestone**

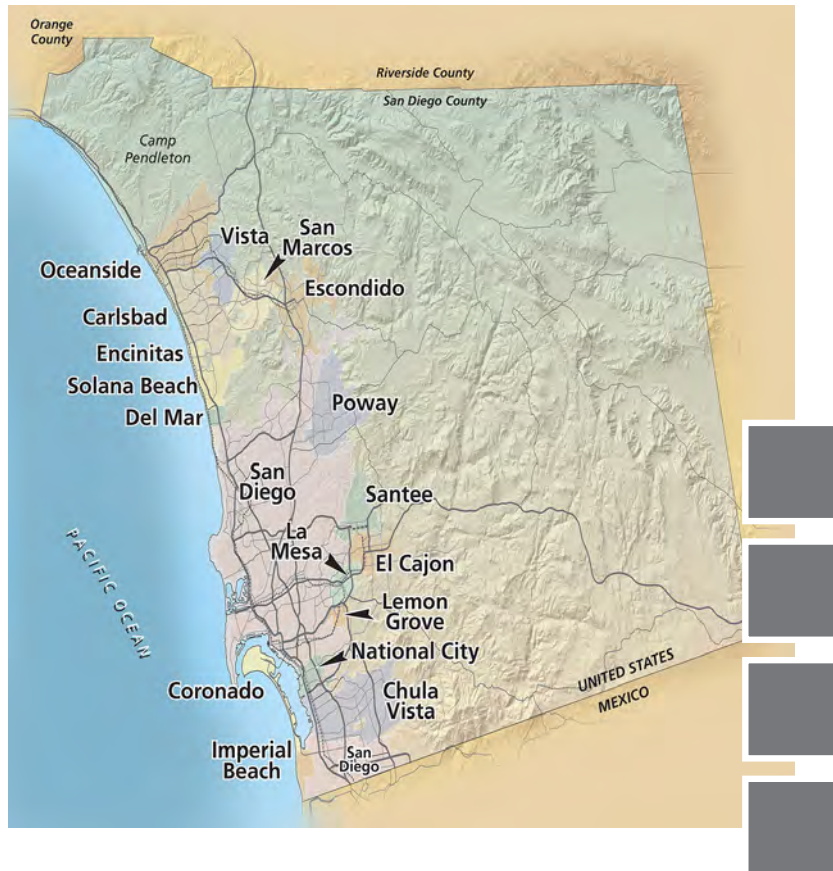
Projects described in this section include capital projects that have been completed through a major milestone and require additional funding to move into the next phase.

Project No.	Project Title	Funded to Date (\$000s)	Budget Year
<b>1280512</b>	<b>I-805 Imperial BRT Station</b> Project study report (PSR) for an Interstate 805 (I-805) <i>Rapid</i> station with connection to the 47th Street Trolley complete.	\$1,673	FY 2016
<b>1280514</b>	<b>I-805/SR 15 Interchange</b> Design of two high-occupancy vehicle (HOV) lanes and direct connectors between I-805 and State Route 15 for northbound-to-northbound and southbound-to-southbound HOV/ <i>Rapid</i> traffic is complete. Needs additional funds for right-of-way in order to advertise for construction.	\$17,926	FY 2016
<b>1207801</b>	<b>SR 78 HOV/Managed Lanes</b> PSR for HOV/Managed Lanes in the median of State Route 78 (SR 78) completed.	\$1,683	FY 2017
<b>1207802</b>	<b>I-15/SR 78 HOV Connectors</b> Preliminary engineering for HOV/Managed Lanes direct connectors at SR 78 and Interstate 15 for northbound-to-westbound and eastbound-to-southbound traffic completed.	\$817	FY 2016

**Note:**

Projects described in this section include capital projects that have been completed through a major milestone and require additional funding to move into the next phase. These projects are not in the budget.

# Chapter 10



## Member Agency Assessments

## Overview

This chapter shows the three forms of member agency assessments that are part of the SANDAG annual budget: SANDAG member assessments, Criminal Justice member assessments, and the Automated Regional Justice Information System (ARJIS) member assessments and user fees. The tables show the amount of member assessments for each relative to the previous year.

Member assessments for SANDAG and Criminal Justice are based upon population estimates for each member agency relative to the total regional population. Estimates are updated each May based upon the latest release of the population estimates provided by the California Department of Finance.

SANDAG member assessments increased from \$547,426 to \$1,094,852 for FY 2020, adding an annual increase going forward based on the Consumer Price Index (CPI). Criminal Justice member assessments increase annually based on the CPI, 2.89 percent for FY 2020.

ARJIS member and member affiliate assessments and user fees will remain the same in FY 2020.

Ex-Officio member fees will increase by 2.89 percent, which is consistent with the Consumer Price Index for San Diego County. ARJIS User and Connectivity Fees are activity-based fees (shown on Page 10-3).



## SANDAG Member Assessment

## Criminal Justice Member Assessment

Member Agency (1)	Certified		Certified		Percent Change Over FY 2019 (6)	Actual FY 2018 (7)	Actual FY 2019* (8)	Budget FY 2020** (9)	Actual FY 2018 (10)	Actual FY 2019* (11)	Budget FY 2020** (12)	Combined		Percent Change Over FY 2019
	Population for FY 2019* (2)	FY 2019 % of Region (3)	Population for FY 2020** (4)	FY 2020 % of Region (5)								Total Columns FY 2019* (8) + (11)	Total Columns FY 2020** (9) + (12)	
Carlsbad	115,095	3.5%	115,241	3.4%	0.1%	18,773	18,801	37,643	5,239	5,380	5,544	24,181	43,187	78.6%
Chula Vista	268,060	8.0%	271,411	8.1%	1.3%	44,227	43,877	88,655	12,343	12,557	13,057	56,434	101,712	80.2%
Coronado	21,708	0.7%	24,199	0.7%	11.5%	4,052	3,557	7,905	1,131	1,018	1,164	4,575	9,069	98.2%
Del Mar	4,442	0.1%	4,451	0.1%	0.2%	710	709	1,454	198	203	214	912	1,668	82.9%
El Cajon	105,258	3.2%	105,559	3.1%	0.3%	16,970	17,314	34,481	4,736	4,955	5,078	22,269	39,559	77.6%
Encinitas	63,375	1.9%	63,390	1.9%	0.0%	10,282	10,359	20,706	2,870	2,965	3,050	13,324	23,756	78.3%
Escondido	152,478	4.6%	152,739	4.6%	0.2%	25,008	24,846	49,892	6,979	7,111	7,348	31,957	57,240	79.1%
Imperial Beach	27,202	0.8%	27,448	0.8%	0.9%	4,541	4,619	8,966	1,267	1,322	1,320	5,941	10,286	73.1%
La Mesa	60,707	1.8%	60,820	1.8%	0.2%	9,952	10,048	19,867	2,777	2,876	2,926	12,924	22,793	76.4%
Lemon Grove	27,068	0.8%	27,208	0.8%	0.5%	4,423	4,401	8,887	1,234	1,260	1,309	5,661	10,196	80.1%
National City	62,268	1.9%	62,307	1.9%	0.1%	10,104	10,212	20,352	2,820	2,922	2,997	13,134	23,349	77.8%
Oceanside	177,274	5.3%	178,021	5.3%	0.4%	29,130	29,092	58,150	8,130	8,326	8,564	37,418	66,714	78.3%
Poway	50,210	1.5%	50,320	1.5%	0.2%	8,296	8,235	16,437	2,315	2,357	2,421	10,592	18,858	78.0%
San Diego	1,414,373	42.4%	1,420,572	42.4%	0.4%	232,150	232,890	464,026	64,790	66,649	68,341	299,540	532,367	77.7%
San Marcos	96,335	2.9%	98,369	2.9%	2.1%	15,524	15,708	32,132	4,333	4,495	4,732	20,203	36,864	82.5%
Santee	57,410	1.7%	58,408	1.7%	1.7%	9,426	9,348	19,079	2,631	2,675	2,810	12,023	21,889	82.1%
Solana Beach	13,895	0.4%	13,933	0.4%	0.3%	2,233	2,286	4,551	623	654	670	2,940	5,221	77.6%
Vista	101,770	3.1%	101,987	3.0%	0.2%	16,804	16,957	33,314	4,690	4,853	4,906	21,810	38,220	75.2%
County	514,200	15.4%	515,403	15.4%	0.2%	84,821	84,165	168,355	84,893	87,030	89,500	171,195	257,855	50.6%
<b>Total Region</b>	<b>3,333,128</b>	<b>100.0%</b>	<b>3,351,786</b>	<b>100.0%</b>	<b>0.6%</b>	<b>547,426</b>	<b>547,426</b>	<b>1,094,852</b>	<b>214,000</b>	<b>219,607</b>	<b>225,953</b>	<b>767,033</b>	<b>1,320,805</b>	<b>72.2%</b>

**Notes:**

\* January 1, 2018, Population Estimates, from the California Department of Finance, released May 1, 2018. These estimates were updated on May 1, 2019, but the member assessments remain the same as the actual billings.

\*\* January 1, 2019, Population Estimates, from the California Department of Finance, released May 1, 2019.

Agency Name	FY 2018 Member Assessments <sup>1</sup>	FY 2019 Member Assessments <sup>1</sup>	FY 2020 Member Assessments <sup>1</sup>
Carlsbad	\$36,131	\$36,131	\$36,131
Chula Vista	101,275	101,275	101,275
Coronado	18,076	18,076	18,076
El Cajon	77,083	77,083	77,083
Escondido	70,741	70,741	70,741
La Mesa	43,591	43,591	43,591
National City	33,313	33,313	33,313
Oceanside	82,062	82,062	82,062
San Diego	859,909	859,909	859,909
County Sheriff	276,189	276,189	276,189
<b>Total: Member Agencies</b>	<b>\$1,598,370</b>	<b>\$1,598,370</b>	<b>\$1,598,370</b>
Del Mar	\$3,375	\$3,375	\$3,375
Encinitas	37,814	37,814	37,814
Imperial Beach	18,464	18,464	18,464
Lemon Grove	16,332	16,332	16,332
Poway	30,180	30,180	30,180
San Marcos	31,425	31,425	31,425
Santee	35,506	35,506	35,506
Solana Beach	9,054	9,054	9,054
Vista	52,905	52,905	52,905
<b>Total: Member Affiliated Agencies</b>	<b>\$235,055</b>	<b>\$235,055</b>	<b>\$235,055</b>
<b>Ex-Officio Members<sup>2</sup></b>	<b>101,901</b>	<b>104,578</b>	<b>107,599</b>
<b>ARJIS Member Assessments</b>	<b>\$1,935,326</b>	<b>\$1,938,003</b>	<b>\$1,941,024</b>
<b>ARJIS User &amp; Network Connectivity Fees<sup>1</sup></b>	<b>3,044,020</b>	<b>3,016,212</b>	<b>3,046,066</b>
<b>ARJIS Member Assessments &amp; User Fees</b>	<b>\$4,979,346</b>	<b>\$4,954,215</b>	<b>\$4,987,090</b>
<b>Other ARJIS Sources of Revenue</b>			
Federal & Local Grants <sup>4</sup>	\$358,362	\$747,328	914,485
Use of Reserve Fund <sup>5</sup>	-	-	436,070
Carry-over from prior years <sup>6</sup>	385,148	-	363,734
<b>Total: ARJIS Revenue Sources</b>	<b>\$5,722,856</b>	<b>\$5,701,543</b>	<b>\$6,701,379</b>
<b>Projected Use of ARJIS Revenue</b>	<b>FY 2018 Actual Expenses</b>	<b>FY 2019 Estimated Expenses</b>	<b>FY 2020 Budgeted Expenses</b>
<b>ARJIS Work Elements<sup>3</sup></b>			
Maintenance & Support <sup>1</sup>	\$1,274,413	\$904,658	\$1,302,415
Project Management & Administration <sup>1</sup>	842,197	1,133,919	1,343,043
Enterprise System <sup>1, 6</sup>	1,417,474	1,003,378	1,048,484
Graffiti Tracker <sup>1</sup>	40,231	60,000	-
Infrastructure <sup>1</sup>	1,790,179	1,488,526	2,092,952
Urban Area Security Initiative FFY 2016 <sup>4</sup>	203,578	180,422	-
San Diego National Incident Based Reporting <sup>4</sup>	122,255	358,902	61,316
Urban Area Security Initiative FFY 2017 <sup>4</sup>	32,529	79,851	12,620
Urban Area Security Initiative FFY 2018 <sup>4</sup>	-	128,153	341,627
Urban Area Security Initiative FFY 2019 <sup>4</sup>	-	-	498,923
Carry-over for future years <sup>6</sup>	-	363,734	-
	<b>\$5,722,856</b>	<b>\$5,701,543</b>	<b>\$6,701,379</b>

**Notes:**

<sup>1</sup> Member Assessments and ARJIS User & Network Connectivity Fees cover all ARJIS operations; network and server hardware support and help desk (24/7), software application support and system updates/enhancements, crime mapping, crime statistics, monthly mandated crime reporting, data entry, user support and training, regional validation table updates, interface maintenance, software licensing and contracts, user group and committee meetings and administration.

<sup>2</sup> See page 10-4.

<sup>3</sup> See Chapter 4 for description of ARJIS work elements listed by OWP number.

<sup>4</sup> ARJIS Work Elements (Grants) - Project budgets reflect federal grant funding.

<sup>5</sup> Uncommitted reserves do not include contingency funds for legal and business disruptions/disaster recovery.

<sup>6</sup> Carry-over from previous years for use in future years.

Agency Name	FY 2018 Member Assessments	FY 2019 Member Assessments <sup>1</sup>	FY 2020 Proposed Member Assessments <sup>1</sup>
BIA-Bureau of Indian Affairs	1,099	1,128	1,161
California Department of Consumer Affairs	866	889	915
California Department of Corrections and Rehabilitation	2,473	2,538	2,611
California Department of Forestry and Fire Protection	825	847	871
California Department of Health Care Services	866	889	915
California Department of Insurance	866	889	915
California Department of Justice BI - (Bureau of Investigation)	1,638	1,681	1,730
California Department of Motor Vehicles	1,099	1,128	1,161
California Highway Patrol Investigations	825	847	871
California State University San Marcos	1,099	1,128	1,161
City of Del Mar Park Ranger	825	847	871
DA CATCH (SD DA-Computer & Technology Crime High-Tech Response Team)	2,790	2,863	2,946
Donovan Correctional	1,374	1,410	1,451
Imperial County Law Enforcement Coordination Center	8,666	8,893	9,150
Metropolitan Transit System	825	847	871
Mira Costa College Police Department	866	889	915
Palomar College Police Department	866	889	915
RATT (Regional Auto Theft Task Force)	2,803	2,876	2,959
San Diego City Schools Police Department	2,914	2,990	3,076
San Diego Community College Police Department	1,787	1,834	1,887
San Diego County Law Enforcement Coordination Center	2,197	2,255	2,320
San Diego Harbor Police Department	3,845	3,946	4,060
San Diego State University	1,964	2,015	2,073
Southwest College Police Department	866	889	915
UC San Diego	1,501	1,540	1,585
United States Bureau of ATF (Alcohol, Tobacco, and Firearms)	1,300	1,334	1,373
United States Department of Justice Drug Enforcement Agency (DEA)	3,899	4,001	4,117
United States Department of Justice DEA (San Ysidro)	2,302	2,362	2,430
United States Department of State	866	889	915
United States Department of Veterans Affairs	825	847	871
United States Department of Homeland Security (DHS): Customs and Border Protection (CBP) - Office of Border Patrol	1,922	1,972	2,029
United States DHS: CBP - Office of Field Operations	825	847	871
United States DHS: Immigration and Customs Enforcement (ICE) - Enforcement & Removal Operations	1,099	1,128	1,161
United States DHS: ICE - Homeland Security Investigations	1,648	1,691	1,740
United States DHS: Office of Inspector General - El Centro	825	847	871
United States DHS: Office of Inspector General - San Diego	825	847	871
United States Federal Bureau of Investigation	9,849	10,107	10,399
United States Federal Probation	3,691	3,788	3,897
United States Fish and Wildlife	825	847	871
United States Internal Revenue Service Criminal Division	825	847	871
United States Marine Corps - Camp Pendleton Provost Marshal	1,099	1,128	1,161
United States Marine Corps - Marine Corps Recruit Depot	825	847	871
United States Marine Corps - MCAS Provost Marshal - Miramar	1,099	1,128	1,161
United States Marshals Service	10,824	11,108	11,429
United States Naval Consolidated Brig (Miramar)	866	889	915
United States Naval Criminal Investigative Service (NCIS) - Camp Pendleton	1,660	1,703	1,752
United States NCIS - San Diego	1,660	1,703	1,752
United States Office of Personnel Management	1,099	1,128	1,161
United States Postal Service	2,302	2,362	2,430
United States Pretrial	1,546	1,587	1,633
United States Secret Service	825	847	871
United States Social Security Administration	825	847	871
	<b>\$101,901</b>	<b>\$104,578</b>	<b>\$107,599</b>

**Notes:**

<sup>1</sup>Since Ex-Officio member agencies have no population base, rates are based on usage. During the year, member accounts may be added or closed at their request, so annual totals may vary slightly.

## Chapter 11



## Human Resources

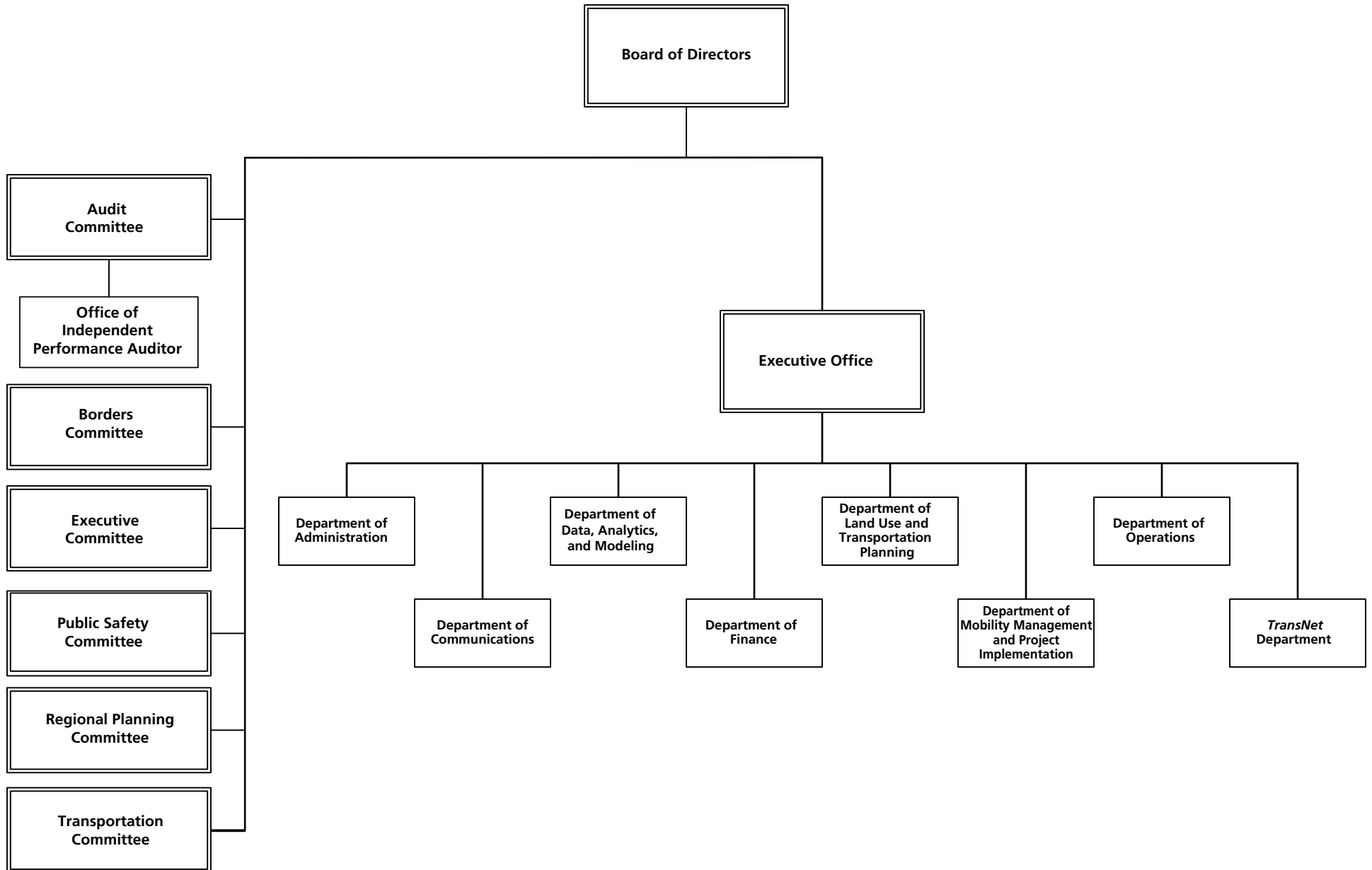
## Overview

This chapter shows the organizational structure for SANDAG for the coming fiscal year, starting with the Board of Directors and Policy Advisory Committees, then moving to the various departments and their functions. The Personnel Cost Summary shows the proposed Agency Salaries and Benefits for FY 2020 as well as the prior two years. Also included in this chapter is the Position Classification/Salary Range table, which identifies the classification structure and associated salary ranges.

# SANDAG

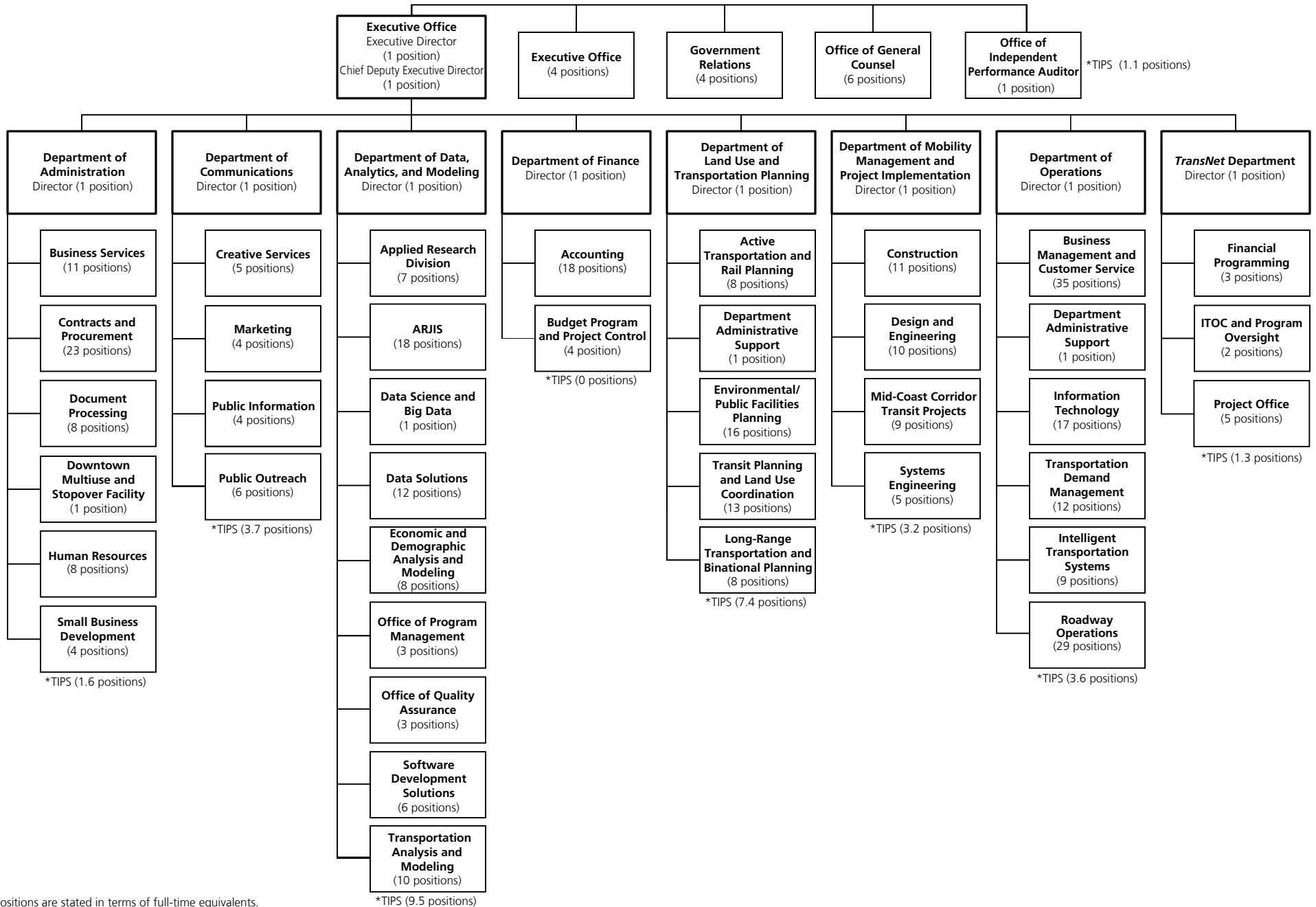
## Agency Structure

---



# SANDAG

## Departmental Organization Chart



All positions are stated in terms of full-time equivalents.  
\*TIPS = Temporary, Intern, Part-time, Seasonal

	FY 2018 Actual Expenses		FY 2019 Revised Budget		FY 2020 Budget		Year-to-Year Change FY 2020 over FY 2019	
	FY 2018 Actual Expenses	Benefits % of Salaries	FY 2019 Revised Budget	Benefits % of Salaries	FY 2020 Draft Budget	Benefits % of Salaries	Amount of Change	Change in Benefits % of Salaries
Authorized and Budgeted Full-Time Positions	331		365		383			
Temporary, Interns, Part-Time, Seasonal (TIPS) Positions	27.9		29.6		31.4			
Full-time Employee Salary	\$26,695,022		\$31,010,786		\$34,165,821			
TIPS Employee Salary	1,033,028		1,206,217		1,336,496			
	<b>\$27,728,050</b>		<b>\$32,217,003</b>		<b>\$35,502,317</b>			
<b>Employee Benefit Package:</b>								
Retirement (PERS+PARS)	\$5,312,633	19.2%	\$6,013,364	18.7%	\$8,249,842	23.2%	\$2,236,478	4.6%
Section 115 Pension Savings Fund	1,000,000	3.6%	1,635,000	5.1%	1,000,000	2.8%	(635,000)	-2.3%
Combined Health Insurance Plan	4,081,013	14.7%	4,739,944	14.7%	5,214,376	14.7%	474,432	0.0%
Dental/Vision Insurance Plan	423,469	1.5%	436,752	1.4%	538,975	1.5%	102,223	0.2%
Short/Long Term Disability	189,851	0.7%	222,638	0.7%	324,385	0.9%	101,747	0.2%
Workers Compensation	322,088	1.2%	251,553	0.8%	343,480	1.0%	91,927	0.2%
Social Security Hospital Tax - Medicare	395,264	1.4%	387,475	1.2%	511,687	1.4%	124,212	0.2%
Life/Accident Insurance	49,719	0.2%	49,439	0.2%	60,909	0.2%	11,470	0.0%
Employee Assistance Program	7,501	0.0%	6,782	0.0%	8,797	0.0%	2,015	0.0%
Section 125 Flexible Spending Account Administration	-	0.0%	-	0.0%	11,250	0.0%	11,250	0.0%
Transportation Demand Management Program	22,721	0.1%	24,294	0.1%	28,000	0.1%	3,706	0.0%
Post Employment Health Care	511,930	1.8%	515,120	1.6%	525,499	1.5%	10,379	-0.1%
Management Benefit	57,578	0.2%	76,020	0.2%	106,665	0.3%	30,645	0.1%
Automotive Allowance	1,477	0.0%	7,000	0.0%	12,000	0.0%	5,000	0.0%
Computer Purchase/Loan Program	4,709	0.0%	5,180	0.0%	5,000	0.0%	(180)	0.0%
<b>Total Employee Benefits</b>	<b>\$12,379,954</b>	<b>44.6%</b>	<b>\$14,370,560</b>	<b>44.6%</b>	<b>\$16,940,865</b>	<b>47.7%</b>	<b>\$2,570,305</b>	<b>3.1%</b>
Cost Recovery Carry Forward from Prior Years	-		\$554,307	1.7%	-	0.0%	(554,307)	-1.7%
Carryover funding for Section 115 contribution	-		(635,000)	-2.0%	-	0.0%	635,000	2.0%
<b>Total Employee Benefits to be Allocated</b>	<b>\$12,379,954</b>	<b>44.6%</b>	<b>\$14,289,867</b>	<b>44.4%</b>	<b>\$16,940,865</b>	<b>47.7%</b>	<b>\$2,650,998</b>	<b>3.4%</b>
<b>Employee Benefits By Position Type:</b>								
Benefits - Full-time Employees	\$12,165,067	45.6%	\$15,227,714	49.1%	\$16,579,284	48.5%	\$1,351,570	-0.6%
Benefits - TIPS Employees	214,887	20.8%	273,640	22.7%	361,581	27.1%	87,941	4.4%
<b>Total Employee Benefits</b>	<b>\$12,379,954</b>	<b>44.6%</b>	<b>\$15,501,354</b>	<b>48.1%</b>	<b>\$16,940,865</b>	<b>47.7%</b>	<b>\$1,439,511</b>	<b>-0.4%</b>
<b>Total Personnel Cost (Salaries and Benefits)</b>	<b>\$40,108,004</b>		<b>\$46,506,870</b>		<b>\$52,443,182</b>		<b>\$5,936,312</b>	



Class No.	Position Classifications	Annual Salary Ranges			Monthly Salary Ranges		
		Min	Mid	Max	Min	Mid	Max
A	CLASS SALARY RANGE..... Assistant Intern Toll Plaza Attendant	24,960	35,349	45,738	2,080	2,946	3,812
1	CLASS SALARY RANGE..... Customer Service Representative Landscape Maintenance Technician	31,305	39,914	48,523	2,609	3,326	4,044
3	CLASS SALARY RANGE..... Office Services Specialist I Receptionist I	33,212	42,345	51,479	2,768	3,529	4,290
5	CLASS SALARY RANGE..... Accounting Specialist I Office Services Specialist II Receptionist II	35,235	44,924	54,614	2,936	3,744	4,551
7	CLASS SALARY RANGE..... Accounting Specialist II Customer Service Lead Document Processing Specialist I Landscape Maintenance Lead Office Services Specialist III Receptionist III Toll Operations Specialist I	37,380	47,660	57,940	3,115	3,972	4,828
9	CLASS SALARY RANGE..... Accounting Specialist III Administrative Office Specialist Document Processing Specialist II Toll Operations Specialist II	41,212	52,545	63,878	3,434	4,379	5,323
10	CLASS SALARY RANGE..... Graphic Designer I Information Systems Specialist I	43,272	55,172	67,072	3,606	4,598	5,589
11	CLASS SALARY RANGE..... Customer Service Supervisor Document Processing Specialist III Office Administrator* Toll Operations Supervisor	45,436	57,931	70,426	3,786	4,828	5,869
12	CLASS SALARY RANGE..... Account Executive I Accountant I Administrative Analyst I Business Analyst I Contracts and Procurement Analyst I Financial Analyst I Government Relations Analyst I Graphic Designer II Human Resources Analyst I Information Systems Specialist II Marketing Analyst I Paralegal Public Communications Officer I	47,708	60,827	73,947	3,976	5,069	6,162

Class No.	Position Classifications	Annual Salary Ranges			Monthly Salary Ranges		
		Min	Mid	Max	Min	Mid	Max
13	CLASS SALARY RANGE..... Facilities/Maintenance Coordinator Maintenance Field Technician	50,093	63,869	77,645	4,174	5,322	6,470
14	CLASS SALARY RANGE..... Account Executive II Accountant II Administrative Analyst II Associate Graphic Designer Business Analyst II Contracts and Procurement Analyst II Economic Research Analyst I Executive Assistant I Financial Analyst II GIS Analyst I Government Relations Analyst II Human Resources Analyst II Information Systems Analyst I Information Systems Specialist III Marketing Analyst II Public Communications Officer II Regional Planner I Research Analyst I Technology Program Analyst I	52,598	67,062	81,527	4,383	5,589	6,794
15	CLASS SALARY RANGE..... Landscape Maintenance Supervisor Senior Maintenance Field Technician	55,228	70,415	85,603	4,602	5,868	7,134
16	CLASS SALARY RANGE..... Associate Account Executive Associate Accountant Associate Business Analyst Associate Contracts and Procurement Analyst Associate Financial Analyst Associate Government Relations Analyst Associate Human Resources Analyst Associate Marketing Analyst Associate Public Communications Officer Economic Research Analyst II Engineer I Executive Assistant II GIS Analyst II Information Systems Analyst II Project Coordinator Regional Planner II Research Analyst II Systems Engineer I Technology Program Analyst II	57,989	73,936	89,883	4,832	6,161	7,490
17	CLASS SALARY RANGE..... Associate Administrative Analyst Programmer Analyst I Researcher and Modeler I	60,889	77,633	94,377	5,074	6,469	7,865

Class No.	Position Classifications	Annual Salary Ranges			Monthly Salary Ranges		
		Min	Mid	Max	Min	Mid	Max
18	CLASS SALARY RANGE..... Associate Economic Research Analyst Associate GIS Analyst Associate Regional Planner Associate Research Analyst Associate Technology Program Analyst Business Services Supervisor Capital Development Management Analyst Clerk of the Board Engineer II Senior Executive Assistant Systems Engineer II	63,933	81,515	99,096	5,328	6,793	8,258
19	CLASS SALARY RANGE..... Associate Information Systems Analyst Maintenance and Facilities Supervisor Programmer Analyst II Researcher and Modeler II	67,130	85,590	104,051	5,594	7,133	8,671
20	CLASS SALARY RANGE..... Associate Engineer Associate Systems Engineer	70,486	89,870	109,254	5,874	7,489	9,104
21	CLASS SALARY RANGE..... Associate Programmer Analyst Associate Researcher and Modeler Creative Services Manager Customer Service Manager Legal Counsel I Senior Accountant Senior Administrative Analyst Senior Contracts and Procurement Analyst Senior Human Resources Analyst Senior Marketing Analyst Senior Public Communications Officer	74,011	94,363	114,716	6,168	7,864	9,560
22	CLASS SALARY RANGE..... Borders Program Manager* Financial Programming Manager* Project Control Manager* Senior Budget Program Analyst Senior Business Analyst Senior Economic Research Analyst Senior Financial Programming and Project Control Analyst Senior GIS Analyst Senior Government Relations Analyst Senior Management Internal Auditor Senior Regional Planner Senior Research Analyst Senior Risk Program Analyst Senior Technology Program Analyst	77,711	99,082	120,452	6,476	8,257	10,038
23	CLASS SALARY RANGE..... Capital Development Project Manager Legal Counsel II Senior Information Systems Analyst	81,597	104,036	126,475	6,800	8,670	10,540

Class No.	Position Classifications	Annual Salary Ranges			Monthly Salary Ranges		
		Min	Mid	Max	Min	Mid	Max
24	CLASS SALARY RANGE..... Communications Manager Senior Programmer Analyst Senior Researcher and Modeler	85,676	109,237	132,798	7,140	9,103	11,067
25	CLASS SALARY RANGE..... Associate Legal Counsel Operations Manager Principal Business Analyst Principal Economic Research Analyst Principal Government Relations Analyst Principal Regional Planner Principal Research Analyst Project Development Program Manager Senior Engineer Senior Systems Engineer	89,960	114,699	139,438	7,497	9,558	11,620
26	CLASS SALARY RANGE..... Information Systems Manager Manager of Financial Programming and Project Control Principal Management Internal Auditor Principal Technology Program Manager	94,458	120,434	146,410	7,872	10,036	12,201
27	CLASS SALARY RANGE..... Manager of Regional Information Services Manager of Regional Models Principal Researcher and Modeler	99,181	126,456	153,731	8,265	10,538	12,811
28	CLASS SALARY RANGE..... Finance Manager Manager of Business Administration and Operations Manager of Contracts and Procurement Manager of Human Resources Manager of Small Business Development Principal Engineer	104,140	132,779	161,417	8,678	11,065	13,451
29	CLASS SALARY RANGE..... Senior Legal Counsel	109,347	139,418	169,488	9,112	11,618	14,124
30	CLASS SALARY RANGE..... Division Director Goods Movement Policy Manager Special Projects Director	114,815	146,389	177,963	9,568	12,199	14,830
31	CLASS SALARY RANGE..... Chief Economist Deputy General Counsel Special Counsel	126,296	161,027	195,759	10,525	13,419	16,313
33	CLASS SALARY RANGE..... Department Director Independent Performance Auditor	152,818	194,843	236,868	12,735	16,237	19,739
35	CLASS SALARY RANGE..... Chief Deputy Executive Director General Counsel	184,910	235,760	286,611	15,409	19,647	23,884
N/A	Executive Director (Employment Contract) .....	267,205	340,687	414,168	22,267	28,391	34,514

\* This is a grandfathered classification.

## Chapter 12



## Contingency Reserves

## **Overview**

This chapter provides a summary of the contingency reserves for the Overall Work Program, Regional Operations and Services, Administration Budget, and Capital Budget.

**Overall Work Program Fund Reserve: FY 2019-FY 2020***in thousands*

	<u>Committed</u>	<u>Uncommitted</u>	<u>Budget</u>	<u>Uncommitted as % of Budget</u>
<b>FY 2019 Budgeted Changes:</b>				
FY 2019 Beginning Balance	350	7,148		
Changes in Commitment	1,336	(1,336)		
Expenditures	(1,490)			
Projected deposit		-		
<b>FY 2019 Projected Ending Balance</b>	<b>\$196</b>	<b>\$5,812</b>	<b>\$43,531</b>	<b>13%</b>
<b>FY 2020 Changes:</b>				
Changes in Commitment	1,300	(1,300)		
Expenditures	(1,300)			
Projected deposit		-		
<b>FY 2020 Projected Ending Balance</b>	<b>\$196</b>	<b>\$4,512</b>	<b>\$56,521</b>	<b>8%</b>

**Motorist Aid Call Box Program Reserve: FY 2019-FY 2020***in thousands*

	<u>Committed</u>	<u>Uncommitted</u>	<u>Budget</u>	<u>Uncommitted as % of Budget</u>
<b>FY 2019 Budgeted Changes:</b>				
FY 2019 Beginning Balance	6,248	2,033		
Changes in Commitment				
Expenditures	(2,190)			
Projected deposit		-		
<b>FY 2019 Projected Ending Balance</b>	<b>\$4,058</b>	<b>\$2,033</b>	<b>\$2,188</b>	<b>93%</b>
<b>FY 2020 Changes:</b>				
Changes in Commitment				
Expenditures	(1,493)			
Projected deposit		-		
<b>FY 2020 Projected Ending Balance</b>	<b>\$2,565</b>	<b>\$2,033</b>	<b>\$1,762</b>	<b>115%</b>

**SANDAG Administration Reserve: FY 2019-FY 2020***in thousands*

	<u>2019</u>	<u>2020</u>
Budgeted Contingency line item	\$125	\$125
Administration budget	\$13,815	\$15,438
% of Administration budget	1%	1%

**SR 125 Facility Operations Reserve: FY 2019-FY 2020***in thousands*

	<u>Committed</u>	<u>Uncommitted</u>	<u>Budget</u>	<u>Uncommitted as % of Budget</u>
<b>FY 2019 Budgeted Changes:</b>				
FY 2019 Beginning Balance	62,047	4,377		
Changes in Commitment				
Expenditures	(13,372)			
Projected deposit		17,637		
<b>FY 2019 Projected Ending Balance</b>	<b>\$48,675</b>	<b>\$22,014</b>	<b>\$42,178</b>	<b>52%</b>
<b>FY 2020 Changes:</b>				
Changes in Commitment				
Expenditures	(23,953)			
Projected deposit		18,239		
<b>FY 2020 Projected Ending Balance</b>	<b>\$24,722</b>	<b>\$40,253</b>	<b>\$46,052</b>	<b>87%</b>

**Automated Regional Justice Information System Reserve: FY 2019-FY 2020***in thousands*

	<u>Committed</u>	<u>Uncommitted</u>	<u>Budget</u>	<u>Uncommitted as % of Budget</u>
<b>FY 2019 Budgeted Changes:</b>				
FY 2019 Beginning Balance	4,209	2,802		
Changes in Commitment	-	-		
Expenditures				
Projected deposit		364		
<b>FY 2019 Projected Ending Balance</b>	<b>\$4,209</b>	<b>\$3,166</b>	<b>\$6,173</b>	<b>51%</b>
<b>FY 2020 Changes:</b>				
Changes in Commitment	-	-		
Expenditures	(800)			
Projected deposit		-		
<b>FY 2020 Projected Ending Balance</b>	<b>\$3,409</b>	<b>\$3,166</b>	<b>\$6,701</b>	<b>47%</b>

**I-15 Express Lanes Operations Program Reserve: FY 2019-FY 2020***in thousands*

	<u>Committed</u>	<u>Uncommitted</u>	<u>Budget</u>	<u>Uncommitted as % of Budget</u>
<b>FY 2019 Budgeted Changes:</b>				
FY 2019 Beginning Balance	24,643	6,475		
Changes in Commitment	-	-		
Expenditures	(8,840)			
Projected deposit		6,396		
<b>FY 2019 Projected Ending Balance</b>	<b>\$15,803</b>	<b>\$12,871</b>	<b>\$14,840</b>	<b>87%</b>
<b>FY 2020 Changes:</b>				
Changes in Commitment	-	-		
Expenditures	(11,738)			
Projected deposit		6,226		
<b>FY 2020 Projected Ending Balance</b>	<b>\$4,065</b>	<b>\$19,097</b>	<b>\$15,521</b>	<b>123%</b>



## FY 2020 Contingency Reserves

### Capital Program Contingency: FY 2019-FY 2020\*

*in thousands*

#### FY 2019 Balance

<u>Description</u>	<u>Contingency Reserves</u>	Remaining Budget <u>2019-2027</u>	<u>% of Budget</u>
TransNet Program of Projects	165,985	1,389,217	12%
TCIF/Goods Movement Projects	676	8,418	8%
Regional Bikeway Projects	9,913	127,078	8%
Major Capital Projects	5,736	77,081	7%
Minor Capital Projects	70	2,369	3%
Projects Pending Closeout	-	4,376	0%
<b>Total All Capital Projects (excluding EMP)</b>	<b>\$182,380</b>	<b>\$1,608,539</b>	<b>11%</b>
EMP Program **	-	<b>\$111,490</b>	<b>0%</b>

#### FY 2020 Balance

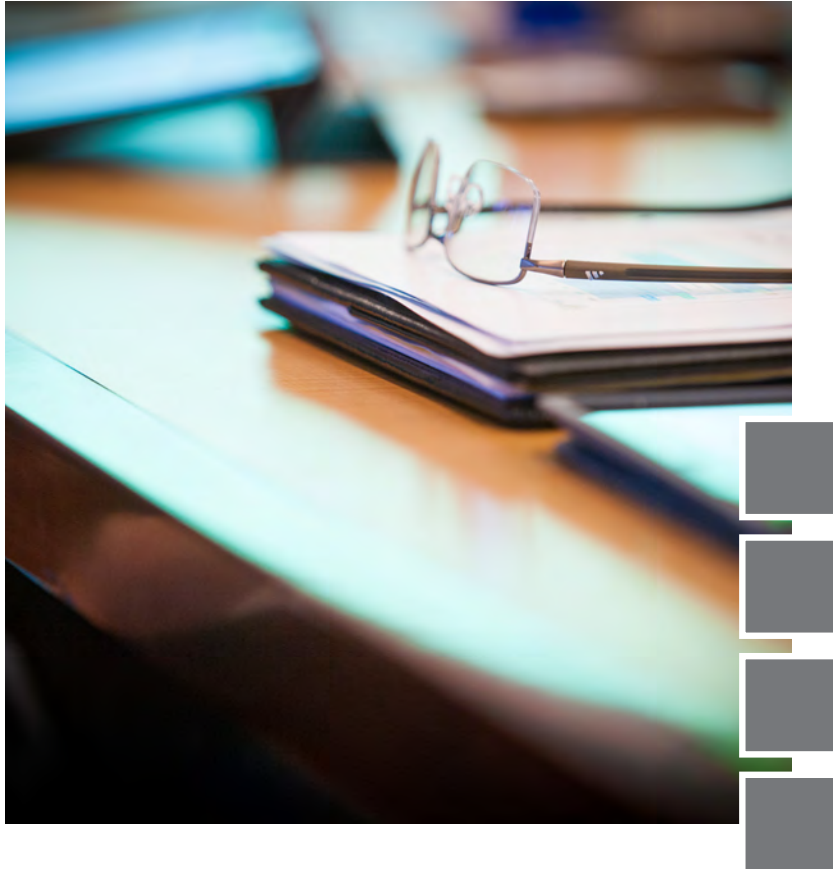
<u>Description</u>	<u>Contingency Reserves</u>	Remaining Budget <u>2020-2028</u>	<u>% of Budget</u>
TransNet Program of Projects	165,736	873,508	19%
TCIF/Goods Movement Projects	5,280	13,511	39%
Regional Bikeway Projects	9,262	135,069	7%
Major Capital Projects	4,118	48,938	8%
Minor Capital Projects	70	1,975	4%
Projects Pending Closeout	82	735	11%
<b>Total All Capital Projects (excluding EMP)</b>	<b>\$184,548</b>	<b>\$1,073,736</b>	<b>17%</b>
EMP Program **	-	<b>\$113,018</b>	<b>0%</b>

#### Notes:

\* These numbers include only the SANDAG share of the Capital Program and do not include the Caltrans portion.

\*\* The EMP does not have a contingency reserve because expenditures are planned on an annual basis based on cash availability.

## Appendices A-F



### Appendix A

#### FY 2020 Overall Work Program – Policy Advisory Committee Involvement

## FY 2020 Overall Work Program – Policy Advisory Committee Involvement\*

Project Number	Project Name	Committees <sup>†</sup>				
		Borders	Executive	Public Safety	Regional Planning	Trans- portation
Modeling and Research						
2300000	Transportation Analysis and Modeling					■
2300400	Economic and Demographic Analysis and Modeling				■	
2301100	Transportation Surveys and Other Primary Data Collection					■
2301600	Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays	■				■
2302100	NEW – Transportation Modeling Development					■
2340000	Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse			■		
2340100	CJAM – Substance Abuse Monitoring			■		
2345000	CJAM – Adult Criminal Justice Projects (Group Program)			■		
2350000	CJAM – Youth Evaluation Projects (Group Program)			■		
7500000	SANDAG Service Bureau		■			
Regional Planning						
3100400	Regional Plan Implementation				■	■
3100600	Air Quality Planning and Transportation Conformity				■	■
3100700	Goods Movement Planning	■				■
3101800	CV Light Rail Trolley Improvement Study					■
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan				■	■
3102004	NEW – Regional Plan Outreach				■	■
3102200	NCTD Comprehensive Operations Analysis					■
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities					■
3200100	Regional Habitat Conservation Planning				■	
3200200	Regional Shoreline Management Planning				■	

Project Number	Project Name	Committees <sup>†</sup>				
		Borders	Executive	Public Safety	Regional Planning	Trans- portation
Regional Planning ( <i>continued</i> )						
3200300	Regional Energy/Climate Change Planning				■	
3201100	Energy Roadmap Program Continuation: SDG&E				■	
3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies				■	
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program				■	
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure				■	
3201500	Regional Energy Efficiency and Climate Change Strategies				■	
3201600	Regional Collaboration to Advance Transportation System Resiliency				■	
3201700	NEW – Climate Action Planning Program				■	
3300100	<i>TransNet</i> Smart Growth Incentive and Active Transportation Grant Programs				■	■
3330300	Intergovernmental Review				■	■
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties	■				
3400200	Interregional Planning: Binational Planning and Coordination	■				
3400500	Interregional Planning: Tribal Liaison Program	■		■	■	■
Project Implementation						
3300200	Active Transportation Planning and Programs					■
3301100	Planning for Future Coastal Rail Trail Segments					■
3310000	Smart Mobility Services to the Public (Group Program)					
3310500	511 Advanced Traveler Information Service					■
3310700	Transportation Demand Management Program					■
3310701	Transportation Demand Management – Smart Mobility Planning and Pilot Projects					■
3310702	Transportation Demand Management – Employer Services					■
3310703	Transportation Demand Management – Program and Service Delivery					■
3310704	Transportation Demand Management – Regional Vanpool Program					■
3310711	Transportation Demand Management – Outreach Program					■
3310713	NEW – Transportation Demand Management Mobility Hub Pilot					■

Project Number	Project Name	Committees <sup>†</sup>				
		Borders	Executive	Public Safety	Regional Planning	Trans- portation
Project Implementation ( <i>continued</i> )						
3311700	Transportation Performance Monitoring and Reporting					■
3311800	Connected Vehicle Deployment Program					■
3320000	Transit Service Planning (Group Program)					
3320100	Short-Range Transit Service Activities					■
3320200	Specialized Transportation Grant Program					■
3320300	Passenger Counting Program					■
3321000	2021 Regional Transportation Plan Transit Plan - Advance Planning					■
3321400	Enhanced Mobility for Seniors and Disabled Pass Through					■
3321800	Planning for Operations of Mobility Hubs					■
3330700	TSM – Integrated Corridor Management Programs					■
3331000	San Diego Regional Military Multimodal Access Strategy					■
3331100	Data Management Solution for Analytics					■
3331200	Regional Transportation System Management and Operations Plan					■
3400600	LOSSAN and High-Speed Rail Corridor Planning					■
External Support and Communications						
1500000	Project Monitoring and Oversight					■
1500100	<i>TransNet</i> Financial Management					■
1500300	Funds Management and Oversight					■
1500400	Overall Work Program and Budget Programs Management		■			
1500800	NEW – TDA Funds Management and Oversight					■
3311100	Regional Intelligent Transportation Systems Program Management					■
7300000	<i>TransNet</i> Public Information Program					■
7300400	Government Relations		■			
7300500	Interagency Coordination		■	■	■	■

Project Number	Project Name	Committees <sup>†</sup>				
		Borders	Executive	Public Safety	Regional Planning	Trans- portation
Regional Operations and Services						
3310200	Motorist Aid Services – Freeway Service Patrol					■
3310300	Interstate 15 <i>FasTrak</i> ® Value Pricing Program					■
3311000	Intelligent Transportation Systems Operation					■
3312100	State Route 125 Facility Operations					■
3312200	Motorist Aid – Call Box Program					■
3312300	Centralized Trolley Control Maintenance					■
3312400	Freeway Service Patrol – Traffic Mitigation Program					■
3312500	Santa Fe Street Building Management					■
3312700	A Street Property Management					■
7350000	ARJIS: Services to Member Agencies (Group Program)					
7350100	ARJIS: Maintenance and Support			■		
7350200	ARJIS: Project Management and Administration			■		
7350300	ARJIS: Enterprise System			■		
7352000	ARJIS: ARJISnet Infrastructure and Mobile			■		
7352300	ARJIS: San Diego National Incident Based Reporting			■		
7352400	ARJIS: Regional Training Program – FFY 2017			■		
7352500	ARJIS: Urban Area Security Initiative FFY 2018			■		
7352600	NEW – ARJIS: Urban Area Security Initiative FFY 2019			■		

\* The listing identifies the primary policy advisory committees; in several cases multiple committees may share a balanced policy interest.

† The Audit Committee's policy interests include all SANDAG activities.

## Appendix B



## FY 2020 Overall Work Program – Project Justification Table

## FY 2020 Overall Work Program – Project Justification Table

Project Number	Project Name	Project Manager	Federally Mandated	State Mandated	TransNet Mandated	MOU w/ Local Agency	Dedicated Grant/Local Funding
<b>Modeling and Research</b>							
2300000	Transportation Analysis and Modeling	Rick Curry	X	X			
2300400	Economic and Demographic Analysis and Modeling	David Tedrow					
2300600	Enterprise Geographic Information Systems	Pat Landrum					
2300900	Database Administration and Governance	Daniel Flyte					
2301100	Transportation Surveys and Other Primary Data Collection	Grace Mino					
2301200	Regional Economic and Finance Services and Research Services	Jim Miller					
2301300	NEW – Data Science and Big Data	Cheryl Mason					
2301400	Regional Census Data Center Operations	Darlanne Mulmat				X	
2301401	NEW – 2020 Census Complete Count Outreach	Darlanne Mulmat					X
2301600	Fresh Look at Economic and Air Quality/Climate Impacts of Border Delays	Elisa Arias					
2301700	Regional Land Inventory System	Grace Chung					
2301800	Peer Review Process	Cynthia Burke					
2301900	Quality Assurance and Control	Seth Cohen					
2302000	Program Management	Cheryl Mason					
2302100	NEW – Transportation Modeling Development	Wu Sun	X	X			
2302200	NEW – Data Dissemination	Cynthia Burke					
2302300	NEW – Data Acquisition, Management, and Governance	Darlanne Mulmat					
2340000	Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse	Cynthia Burke				X	
2340100	CJAM – Substance Abuse Monitoring	Cynthia Burke					X
2345000	CJAM – Adult Criminal Justice Projects (Group Program)	Sandy Keaton					
2346600	CJAM – Prop. 47 Evaluation	Sandy Keaton					X
2346700	CJAM – SMART STAR Evaluation	Sandy Keaton					X
2346800	CJAM – Specialized Housing Services for Human Trafficking Victims Evaluation	Sandy Keaton					X
2350000	CJAM – Youth Evaluation Projects (Group Program)	Sandy Keaton					



Project Number	Project Name	Project Manager	Federally Mandated	State Mandated	TransNet Mandated	MOU w/ Local Agency	Dedicated Grant/Local Funding
<b>Modeling and Research (continued)</b>							
2350100	CJAM – Juvenile Justice Crime Prevention Act	Sandy Keaton					X
2352400	CJAM – Reducing Racial and Ethnic Disparities	Sandy Keaton					X
2352500	CJAM – Credible Messenger CalVIP Evaluation	Sandy Keaton					X
2352600	CJAM – CAT+ Continuation	Sandy Keaton					X
2352700	CJAM – Chula Vista Promise Neighborhood Continuation	Sandy Keaton					X
2352800	CJAM – San Diego Promise Neighborhood (SDPN)	Sandy Keaton					X
7500000	SANDAG Service Bureau	Cheryl Mason					X
<b>Regional Planning</b>							
3100400	Regional Plan Implementation	Elisa Arias	X	X			
3100600	Air Quality Planning and Transportation Conformity	Rachel Kennedy	X				
3100700	Goods Movement Planning	Elisa Arias					
3101500	Airport Connectivity Planning	Jennifer Williamson					
3101800	CV Light Rail Trolley Improvement Study	Omar Atayee				X	X
3102000	San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan	Phillip Trom	X	X			
3102004	NEW – Regional Plan Outreach	Phillip Trom	X	X			
3102200	NCTD Comprehensive Operations Analysis	April Petonak					X
3102300	The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities	Danielle Kochman					X
3200100	Regional Habitat Conservation Planning	Kim Smith			X		
3200200	Regional Shoreline Management Planning	Sarah Pierce					X
3200300	Regional Energy/Climate Change Planning	Keith Greer					
3201100	Energy Roadmap Program Continuation: SDG&E	Anna Lowe					X
3201200	Advancing Climate Action Plans with Data-Driven Transportation Strategies	Allison Wood					X
3201300	San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program	Susan Freedman					X

Project Number	Project Name	Project Manager	Federally Mandated	State Mandated	TransNet Mandated	MOU w/ Local Agency	Dedicated Grant/Local Funding
<b>Regional Planning (continued)</b>							
3201400	Regional Sea-Level Rise Adaptation Guidance for Transportation Infrastructure	Sarah Pierce					X
3201500	Regional Energy Efficiency and Climate Change Strategies	Allison Wood					
3201600	Regional Collaboration to Advance Transportation System Resiliency	Katie Hentrich					X
3201700	NEW – Climate Action Planning Program	Maggie Soffel					
3300100	TransNet Smart Growth Incentive and Active Transportation Grant Programs	Tracy Ferchaw			X		
3330300	Intergovernmental Review	Seth Litchney		X			
3400100	Interregional Planning: Imperial, Orange, and Riverside Counties	Zachary Hernandez					
3400200	Interregional Planning: Binational Planning and Coordination	Hector Vanegas					
3400500	Interregional Planning: Tribal Liaison Program	Jane Clough	X	X			
<b>Project Implementation</b>							
3300200	Active Transportation Planning and Programs	Chris Kluth					
3301100	Planning for Future Coastal Rail Trail Segments	Danny Veeh					X
3310000	Smart Mobility Services to the Public (Group Program)						
3310500	511 Advanced Traveler Information Service	Chiachi Rumbolo					
3310700	Transportation Demand Management Program	Antoinette Meier		X			
3310701	Transportation Demand Management – Smart Mobility Planning and Pilot Projects	Marisa Mangan		X			
3310702	Transportation Demand Management – Employer Services	Deborah Jones		X			
3310703	Transportation Demand Management – Program and Service Delivery	Rose Farris		X			
3310704	Transportation Demand Management – Regional Vanpool Program	Michelle Porter		X			
3310711	Transportation Demand Management – Outreach Program	Jay Faight		X			
3310713	NEW – Transportation Demand Management Mobility Hub Pilot	Marisa Mangan				X	
3311700	Transportation Performance Monitoring and Reporting	Ellison Alegre			X		
3311800	Connected Vehicle Deployment Program	Peter Thompson				X	
3320000	Transit Service Planning (Group Program)						
3320100	Short-Range Transit Service Activities	Brian Lane	X	X			

Project Number	Project Name	Project Manager	Federally Mandated	State Mandated	TransNet Mandated	MOU w/ Local Agency	Dedicated Grant/Local Funding
<b>Project Implementation (continued)</b>							
3320200	Specialized Transportation Grant Program	Jack Christensen	X		X		X
3320300	Passenger Counting Program	Lisa Madsen	X				
3321000	2021 Regional Transportation Plan Transit Plan – Advance Planning	Jennifer Williamson	X				
3321400	Enhanced Mobility for Seniors and Disabled Pass Through	Jack Christensen	X				X
3321800	Planning for Operations of Mobility Hubs	Danielle Kochman					X
3330700	TSM – Integrated Corridor Management Programs	Alex Estrella					
3331000	San Diego Regional Military Multimodal Access Strategy	April Petonak					X
3331100	Data Management Solution for Analytics	Ellison Alegre					X
3331200	Regional Transportation System Management and Operations Plan	Alex Estrella					X
3400600	LOSSAN and High-Speed Rail Corridor Planning	Linda Culp				X	
<b>External Support and Communications</b>							
1500000	Project Monitoring and Oversight	Dawn Vettese		X			
1500100	TransNet Financial Management	Ariana zur Nieden			X		
1500300	Funds Management and Oversight	Sue Alpert	X	X		X	
1500400	Overall Work Program and Budget Programs Management	Sandi Craig	X	X			
1500800	NEW – TDA Funds Management and Oversight	Ariana zur Nieden		X			
2300800	Regional Geographic Information Systems Data Warehouse	Pat Landrum				X	
3311100	Regional Intelligent Transportation Systems Program Management	James Dreisbach-Towle					
7300000	TransNet Public Information Program	Tedi Jackson			X		
7300100	Public Involvement Program	Joy De Korte	X				
7300200	Marketing Coordination and Implementation	Elizabeth Cox					
7300300	PC, Internet, and Database Applications	Jeff Harns					
7300400	Government Relations	Victoria Stackwick					
7300500	Interagency Coordination	Sandi Craig					
7300600	Social Equity Program	Julie Wiley	X	X			

Project Number	Project Name	Project Manager	Federally Mandated	State Mandated	TransNet Mandated	MOU w/ Local Agency	Dedicated Grant/Local Funding
<b>Regional Operations and Services</b>							
3310200	Motorist Aid Services – Freeway Service Patrol	Aaron Moreno		X			X
3310300	Interstate 15 <i>FasTrak</i> ® Value Pricing Program	Ryan Ross					X
3311000	Intelligent Transportation Systems Operation	Stan Glowacki				partial	
3312100	State Route 125 Facility Operations	Ryan Ross				X	X
3312200	Motorist Aid – Call Box Program	Aaron Moreno		X			
3312300	Centralized Trolley Control Maintenance	Dale Neuzil				X	X
3312400	Freeway Service Patrol – Traffic Mitigation Program	Aaron Moreno				X	X
3312500	Santa Fe Street Building Management	Michael Schwarting					X
3312700	A Street Property Management	Susan Paez					X
7350000	ARJIS: Services to Member Agencies (Group Program)						
7350100	ARJIS: Maintenance and Support	Paul Lin				X	
7350200	ARJIS: Project Management and Administration	Katie Mugg				X	
7350300	ARJIS: Enterprise System	Lloyd Muenzer				X	
7352000	ARJIS: ARJISnet Infrastructure and Mobile	Lloyd Muenzer				X	
7352300	ARJIS: San Diego National Incident Based Reporting	Caroline Stevens	X				X
7352400	ARJIS: Regional Training Program – FFY 2017	Katie Mugg					X
7352500	ARJIS: Urban Area Security Initiative FFY 2018	Katie Mugg					X
7352600	NEW – ARJIS: Urban Area Security Initiative FFY 2019	Katie Mugg					X

## Appendix C



### **Milestones in SANDAG Regional Decision-Making**

# Milestones in SANDAG Regional Decision-Making



## Milestones in SANDAG Regional Decision-Making



In any given year, the San Diego Association of Governments (SANDAG) makes progress on a number of highway, transit, active transportation, environment, local infrastructure, and grant projects and programs. A few of those are highlighted below.

---

### 2018

- » Completed construction on the State Route 15 (SR 15) Mid-City Centerline *Rapid* Transit Stations project. The project opened for service in March 2018 with two new freeway-level stations at University Avenue and El Cajon Boulevard, which allow *Rapid* service along Interstate 15 (I-15) to quickly stop, pick up passengers, and continue back onto the active freeway lanes.
- » Completed construction on the third and final phase of *SuperLoop Rapid* station upgrades in north University City.
- » Continued construction on the \$2.17 billion Mid-Coast Corridor Transit (Mid-Coast Trolley) Project, the largest transportation project ever undertaken in the San Diego region. On track for completion in 2021, the Mid-Coast Trolley Project will extend Blue Line service 11 miles from Old Town north along Interstate 5 (I-5) to UC San Diego, along Genesee Avenue, and into University City. \$80 million in Capital Investment Grants funds from the Federal Transit Administration (FTA) also was secured in 2018 for this project.
- » Continued construction on South Bay *Rapid*, a 26-mile transit route that will start at the Otay Mesa Border crossing and carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego. Partial nonstop service between the East Palomar Transit Station at Interstate 805 (I-805) in Chula Vista and Downtown San Diego opened in September 2018. Full service is expected to start in January 2019, which construction expected to be complete in fall 2019.
- » Continued construction on the San Diego River Bridge Double Track project, which will add nearly 1 mile of new track from Tecolote Road to just north of the Old Town Transit Center. In February, the first of two bridges opened, with the second bridge scheduled for completion in late 2019.
- » Continued construction on the Elvira to Morena Double Track project, which will add 2.6-miles of double track from State Route 52 (SR 52) to just south of Balboa Avenue. When linked to double-tracked segments on either end of the project, the result will be a continuous 10.3-mile stretch of double track to improve passenger and freight operations in the corridor. The current phase of work is estimated to be complete in 2020.
- » Began service on a new double-tracked rail bridge over the San Elijo Lagoon as part of the San Elijo Lagoon Double Track Project.
- » Began Chesterfield Drive Rail Crossing Improvements Project to enhance bicycle and pedestrian safety and accommodate the City of Encinitas' future Quiet Zone for Cardiff-by-the-Sea. Completion is scheduled for early 2019.
- » Broke ground on the Poinsettia Station Improvements Project, which will renovate the Poinsettia COASTER Station to improve the customer experience by providing easier access, reducing train delays, enhancing pedestrian safety, and upgrading station amenities, including new lighting, signage, and shelters. The project also will include lengthening and elevating passenger platforms, installing a fence between the tracks, relocating existing tracks, and building a pedestrian and bicycle grade-separated undercrossing between platforms. Completion is scheduled for 2020.
- » Celebrated completion of the \$117.4 million I-5/Genesee Avenue Interchange Project with a ribbon-cutting ceremony in June. The project replaced the previously-existing six-lane Genesee Avenue overpass with a new ten-lane structure, widened the on- and off-ramps at I-5, and constructed an auxiliary lane along northbound I-5 between Genesee Avenue and Roselle Street. The project also built a bike lane along westbound Genesee Avenue, and constructed a new bike and pedestrian trail from Voigt Drive to the Sorrento Valley COASTER Station, which includes a bike and pedestrian bridge over Genesee Avenue.
- » Continued construction on the North Coast Corridor (NCC) Program, a package of freeway, rail, and environmental enhancement projects along I-5. In November, work broke ground on new carpool lanes from Manchester Avenue in Encinitas to Palomar Airport Road in Carlsbad.
- » Made significant progress on the Gilman Drive Bridge, which will span I-5 and connect the east and west campus of UC San Diego. The elegant arched bridge is located north of the La Jolla Village Drive interchange and is expected to be completed in February 2019. The project, which is being constructed in tandem with the Mid-Coast Trolley Project, is a collaboration with UC San Diego, SANDAG, and Caltrans and will connect Gilman Drive on UC San Diego's west campus and Medical Center Drive on the east campus.
- » Continued work on the design, engineering, and planning for the construction of segments 2 and 3 of the State Route 11 (SR 11) and Otay Mesa Port of Entry (POE) project, including southbound connectors between State Routes 125 (SR 125)/905 (SR 905)/11, SR 11 segments and interchanges, and new POE and additional facilities at Otay Mesa East. Additional funding was secured, and the Presidential Permit was renewed.
- » Began work on five sound wall segments along I-805, between East Naples Street and Bonita Road in Chula Vista, as part of the second phase of the I-805 South Express Lanes Project. The sound walls will abate freeway noise and improve the quality of life for nearby residents. Additional sound walls will be built in a later phase as construction funding becomes available.
- » Removed a number of freeway call boxes in urban areas with dependable cell phone service. Roadside signs will be installed in place of some with a message to call 511 for roadside assistance, connected to a live operator 24 hours a day.
- » Continued progress on the Bayshore Bikeway, which will eventually extend 24 miles around San Diego Bay. Approximately 15 miles have been completed to date. An important headway was made when a 2.25-mile key segment along the National City Bayfront opened in February. Construction on the Barrio Logan segment is anticipated to begin in 2020.

---

**2018***(continued)*

- » Continued construction on Phase 2 on the Inland Rail Trail through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego. This project is scheduled to open in 2019.
  - » Design work continued Uptown Bikeways and North Park | Mid-City Bikeways project segments, with the Park Boulevard Bikeway segment making progress toward environmental clearance. The Fourth and Fifth Avenue Bikeways segment is currently in the final design phase, with construction expected to begin in 2019.
  - » Approved an amendment to the SANDAG FY 2019 budget to accept \$2.2 million from the City of San Diego to fund the design and construction of the Normal Street Promenade as part of the Eastern Hillcrest Bikeways.
  - » Continued planning for the Border to Bayshore Bikeway, an 8.5-mile route that will provide safe biking connections within and between Imperial Beach, San Ysidro, and the San Ysidro POE. Final design is anticipated to begin in mid-2019 with construction starting in 2021.
  - » Continued work on the San Elijo Lagoon Restoration project. Nearly 220,000 cubic yards of sand was dredged from the lagoon and moved to Cardiff State Beach in Carlsbad and Fletcher Cove in Solana beach to replenish the shorelines.
  - » Acquired Deer Canyon East, nearly 112 acres of native habitat and old agricultural lands in Carmel Valley, as part of the *TransNet* Program of Projects (POP) (formerly known as the *TransNet* Early Action Program [EAP]). The old agricultural lands will be restored to wetland habitat and the remaining land will be preserved as open space
  - » The SANDAG Energy Roadmap Program provided Climate Action Plan (CAP) planning assistance to the cities of Encinitas and La Mesa, both of whom adopted their CAPs in 2018.
  - » SANDAG's binational partnership with the Mexican government was reinforced with the historic first visit of Honorable Luis Videgaray, the Secretary of Foreign Affairs of Mexico to a Board of Directors meeting. The visit underscored the importance of border projects like the SR 11 Otay Mesa East POE Project, which SANDAG is working on in partnership with Caltrans and counterpart organizations in Mexico.
  - » Completed the Plan of Excellence, a comprehensive, agency-wide effort to improve SANDAG's processes, programs, and communications.
  - » Continued work on the 2019 Regional Transportation Plan (2019 Regional Plan), the latest update to the SANDAG big picture vision for the region's future transportation system. In October, SANDAG launched an interactive survey and held a series of public meetings hosted by elected officials from throughout the region to gather input on three initial "network concepts."
  - » Continued the first ten-year comprehensive review of *TransNet* projects to evaluate and improve performance of the overall program, as required by the *TransNet* Extension Ordinance. According to the review, 33 percent of the projects have been completed and 28 percent are either in construction or moving forward with the planning, environmental review, and design process.
  - » Began recruitment for a SANDAG Independent Performance Auditor, who will report directly to the Board and Audit Committee and oversee and conduct independent examinations of SANDAG program, functions, and operations. This position, which was created as a result of California Assembly Bill 805 (AB 805) (Gonzalez, 2017), is expected to be filled in February 2019.
  - » Approved the formation of an Airport Connectivity Subcommittee, as well as the use of up to \$1 million from the agency's contingency reserve for consultant-related expenses. The subcommittee will bring together key stakeholders to identify future transportation solutions for improved ground and transit access to the San Diego International Airport by June 2019.
  - » Approved the formation of a Regional Housing Needs Assessment (RHNA) Subcommittee to provide input and guidance during the development of the RHNA Plan. The RHNA Plan is scheduled for adoption in 2019.
  - » Approved \$22.3 million in *TransNet* Smart Growth Incentive Program capital grants to 11 projects throughout the San Diego region, to fund transportation-related infrastructure improvements that support smart growth development.
  - » Awarded a perfect score from the FTA in its 2018 Triennial Review. The FTA found SANDAG to be fully compliant, with zero deficiencies, in 20 different areas of review, and highlighted dozens of noteworthy, completed, ongoing, and future projects managed by SANDAG.
  - » Allocated \$60,000 to fund GO by BIKE mini-grants for regionwide programs and projects that promote biking through outreach and education.
  - » As part of the SANDAG iCommute Program, 687 vanpools carried more than 5,000 commuters to work each week, which reduced vehicle miles traveled by 133 million miles in 2018.
  - » Held the 28th Annual SANDAG Regional Bike to Work Day where nearly 11,000 pit stop visits were recorded at 100 pit stops throughout the region.
  - » Launched a Carpool Incentive Pilot with Waze Carpool. The SANDAG iCommute Program worked with 28 employers to offer ten free rides each to new carpoolers.
-



<b>2018</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>» One hundred and six-eight employers were active in the SANDAG iCommute Employer Program in 2018. Those employers represent 395,000 employees in the region.</li> <li>» Distributed the iCommute Diamond Awards, which recognized 93 employers regionwide for outstanding efforts to encourage workers to use alternate transportation choices.</li> <li>» Partnered with the Metropolitan Transit System (MTS) and North County Transit District to offer Free Ride Day as part of Rideshare Week in October. This resulted in more than 404,000 transit trips on a single day – a 15 percent increase over the same day on the previous year.</li> <li>» More than 2,520 people joined the SANDAG iCommute Guaranteed Ride Home program in 2018. iCommute partners with Uber, Yellow Cab, and Enterprise Car Rental to provide a free ride home in the event of an emergency up to three times per year for those who use alternative transportation.</li> </ul>
<b>2017</b>	<ul style="list-style-type: none"> <li>» Completed \$28.1 million in improvements to the Oceanside Transit Center, which made the station more efficient by adding a third track and an additional platform.</li> <li>» Continued construction on the Mid-Coast Trolley Project, the largest transportation project ever undertaken in the San Diego region. On track for completion in 2021, the Mid-Coast Trolley Project will extend Blue Line service 11 miles from Old Town north along I-5 to UC San Diego, along Genesee Avenue, and into University City.</li> <li>» Refinanced outstanding South Bay Expressway <i>TransNet</i> and Transportation Infrastructure Finance and Innovation Act loans through the sale of \$194 million in fixed-rate Series 2017 Revenue Bonds, which led to securing a more conservative level debt service structure that will save more than \$147 million over the life of the 26-year loans.</li> <li>» Began the process of forming new SANDAG Audit Committee as part of the implementation of AB 805.</li> <li>» Began first ten-year comprehensive review of <i>TransNet</i> projects to evaluate and improve performance of the overall program, as required by the <i>TransNet</i> Extension Ordinance.</li> <li>» Continued construction on the State Route 15 (SR 15) Mid-City Centerline <i>Rapid</i> Transit Stations project. When the project opens for service in spring 2018, two new freeway-level stations at University Avenue and El Cajon Boulevard will allow <i>Rapid</i> service along I-15 to quickly stop, pick up passengers, and continue back onto the active freeway lanes.</li> <li>» Continued construction on South Bay <i>Rapid</i>, a 26-mile transit route that will start at the Otay Mesa Border crossing and carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego. Service is expected to start in 2019.</li> <li>» Continued construction on the Elvira to Morena Double Track project, which will add 2.6-miles of double track from SR 52 to just south of Balboa Avenue. When linked to double-tracked segments on either end of the project, the result will be a continuous 10.3-mile stretch of double track to improve passenger and freight operations in the corridor. The current phase of work is estimated to be complete in 2020.</li> <li>» Continued construction on the San Diego River Bridge Double Track project, which will add nearly 1 mile of new track from Tecolote Road to just north of the Old Town Transit Center. The project is scheduled to wrap up in 2019.</li> <li>» Continued construction on the Kearny Mesa Transit Improvements project, which supports <i>Rapid</i> 235 between Escondido and Downtown San Diego via I-15. The new Ruffin Road <i>Rapid</i> station was constructed in partnership with Kaiser Hospital and is the first <i>Rapid</i> station introduced to this corridor.</li> <li>» Began construction on the Gilman Drive Bridge, which will span I-5 just north of the La Jolla Village Drive interchange when completed in 2019. The project, which is being constructed in tandem with the Mid-Coast Trolley Project, will connect Gilman Drive on UC San Diego’s west campus and Medical Center Drive on the east campus.</li> <li>» Completed construction on the eastern segment of State Route 76 (SR 76), including a new and improved Park &amp; Ride lot at SR 76 and I-15.</li> <li>» Continued construction on the Genesee Avenue interchange project. The new, widened ten-lane bridge and more efficient on- and off-ramps are expected to open in 2018. The project also will create a safe path to the north for bike riders.</li> <li>» Continued construction on the NCC Program, a package of freeway, rail, and environmental enhancement projects along I-5. The first phase, known as Build NCC, adds carpool lanes from Lomas Santa Fe Drive in Solana Beach to State Route 78 (SR 78) in Oceanside. Work also broke ground on a comprehensive, \$102 million effort to restore the San Elijo Lagoon, as well as replace and double track rail bridges crossing the lagoon.</li> <li>» Completed construction on the SR 15 Commuter Bikeway. The approximately 1-mile bikeway links the Mid-City communities of Kensington-Talmadge, Normal Heights, and City Heights with Mission Valley and is safely separated from vehicle traffic.</li> <li>» Continued construction on Phase 2 on the Inland Rail Trail through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego.</li> <li>» Continued progress on the Bayshore Bikeway – which will eventually extend 24 miles around San Diego Bay. Approximately 15 miles have been completed to date, and important headway was made on a key segment along the National City Bayfront. This new 2.25-mile portion is expected to open in 2018.</li> </ul>

<b>2017</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>» Moved several Uptown Bikeways and North Park   Mid-City Bikeways project segments into the final design phase, while others were approved for environmental clearance.</li> <li>» Began planning for the Border to Bayshore Bikeway, an 8.5-mile route that will provide safe biking connections within and between Imperial Beach, San Ysidro, and the San Ysidro POE.</li> <li>» Kicked off work on San Diego Forward: The 2019-2050 Regional Plan, the latest update to the SANDAG big picture vision for the region's future transportation system. The current Regional Plan also was recognized with high-profile awards locally, statewide, and nationally.</li> <li>» Launched the Plan of Excellence, a comprehensive, agency-wide effort to improve SANDAG's processes, programs, and communications.</li> <li>» Received \$45 million from the State of California for the SR 11 Otay Mesa East POE project, which will help pay for the acquisition of property for a third border crossing in the region.</li> <li>» Coordinated on an application to receive U.S. Department of Transportation designation for the San Diego region as one of ten autonomous vehicle proving ground sites in the nation. SANDAG, the City of Chula Vista, and Caltrans District 11 teamed up and won the proving ground designation.</li> <li>» Celebrated South Bay Expressway's tenth birthday. The tollway has enjoyed steady financial success since SANDAG acquired the rights to operate it in 2011, and continues to serve as a key element to South County's overall transportation system.</li> <li>» Launched the Shift San Diego program, which provides a one-stop-shop for the community to learn about dozens of ongoing public and private construction projects in the Golden Triangle area.</li> <li>» As part of the SANDAG iCommute Program, 695 vanpools carried more than 5,100 commuters to work each week, which reduced vehicle miles traveled by 130 million miles in 2017.</li> <li>» Held the region's busiest ever Bike to Work Day, with more than 10,000 bike commuters visiting one of more than 100 pit stops throughout the region.</li> <li>» Announced a partnership with Uber to support and encourage sustainable commute choices by expanding the iCommute Guaranteed Ride Home program.</li> <li>» Distributed the iCommute Diamond Awards, which recognized 67 employers regionwide for their outstanding efforts to encourage workers to use alternate transportation choices.</li> </ul>
<b>2016</b>	<ul style="list-style-type: none"> <li>» Broke ground on the Mid-Coast Trolley Project, which will extend Blue Line service north from Santa Fe Depot to the University City community, and add nine new stations. This expansion will serve key destinations like Mission Bay Park, Pacific Beach, the VA Medical Center, business clusters along Genesee Avenue, UC San Diego, and the Westfield UTC mall.</li> <li>» Completed construction of six uniquely branded <i>Rapid</i> transit stations in the heart of Downtown San Diego, bringing the total number to 11.</li> <li>» Continued construction on the SR 15 Mid-City Centerline <i>Rapid</i> Transit Stations project, which will create the first freeway-level transit stations in the region.</li> <li>» Continued construction on the Elvira to Morena Double Track project, which will add 2.6-miles of double track from SR 52 to just south of Balboa Avenue.</li> <li>» Continued construction on the San Diego River Bridge Double Track project, which will add nearly 1 mile of new track from Tecolote Road to just north of the Old Town Transit Center.</li> <li>» Made significant progress to replace four aging wooden trestle rail bridges across the Los Peñasquitos Lagoon with modern, concrete structures. This project is expected to wrap up in 2017.</li> <li>» Began construction on South Bay <i>Rapid</i>, a 26-mile transit route that will carry passengers between Otay Mesa, eastern Chula Vista, and Downtown San Diego.</li> <li>» Began construction to upgrade the Oceanside Transit Center, one of the busiest in the region, which serves 1.2 million passengers per year.</li> <li>» Completed a substantial renovation of the East County Bus Operations and Maintenance Facility in El Cajon.</li> <li>» Completed two significant goods movement enhancement efforts: the San Ysidro Freight Rail Yard and the South Line Freight Rail Capacity projects.</li> <li>» Completed the I-805 North Express Lanes Project, which created two carpool lanes between SR 52 and Mira Mesa Boulevard. The project also included a direct access ramp (DAR) at Carroll Canyon Road, which enables carpools, buses, and other eligible vehicles to go straight into the High-Occupancy Vehicle (HOV) lanes.</li> <li>» Opened Segment 1 of the SR 11/Otay Mesa East POE project, a brand new freeway in Otay Mesa, near the U.S.-Mexico border.</li> <li>» Opened three northbound freeway connectors in Otay Mesa to link SR 905 and SR 11 to the SR 125 toll road, also known as South Bay Expressway.</li> </ul>

<b>2016</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>» Completed improvements to the East Palomar Street Bridge, which included a new DAR, transit station, and Park &amp; Ride lot at East Palomar Street.</li> <li>» Continued construction on the eastern segment of SR 76, which is expected to be complete in 2017. The bridge over Live Oak Creek also opened to traffic, along with a new westbound lane on SR 76.</li> <li>» Continued construction on the I-5/Genesee Interchange Project, which is now about two-thirds complete and slated to open in late 2017.</li> <li>» Broke ground on the first phase of the NCC Program, a package of freeway, rail, and environmental enhancement projects along I-5. The first phase, known as Build NCC, will extend carpool lanes and add sound walls along I-5, add 2 miles of additional double track along the coastal rail line, and make bike and pedestrian improvements. The San Elijo Lagoon also will be fully restored.</li> <li>» Began preparation for construction of a new Gilman Drive Bridge, which will connect Gilman Drive to Medical Center Drive and link the east and west campuses of UC San Diego.</li> <li>» Wrapped up construction on Phase 1 of the Inland Rail Trail, a 1-mile segment along the SPRINTER tracks in the City of San Marcos, and began construction on Phase 2, through an unincorporated part of the County of San Diego. When all phases are complete, the Inland Rail Trail will stretch 21 miles, and link the cities of Oceanside, Vista, San Marcos, and Escondido, as well as unincorporated communities in the County of San Diego.</li> <li>» Broke ground on a new 2.25-mile segment of the Bayshore Bikeway that will ultimately extend from the San Diego-National City border south to the National City Marina.</li> <li>» Began construction on the SR 15 Commuter Bikeway, which will connect the Mid-City area of the City of San Diego with Mission Valley when construction wraps up in 2017.</li> <li>» As of December 2016, the <i>TransNet</i> Environmental Mitigation Grant Program has helped SANDAG acquire more than 8,600 acres of sensitive habitat in partnership with other organizations and conservation groups. That's more than seven times the size of Balboa Park!</li> <li>» As part of the SANDAG iCommute Program, more than 700 vanpools carried about 5,000 commuters to work each week, which reduced vehicle miles traveled by 137 million miles in 2016.</li> <li>» Bike to Work Day 2016 was another success story, with 100 pit stops countywide that drew nearly 10,000 visits.</li> </ul>
<b>2015</b>	<ul style="list-style-type: none"> <li>» Adopted San Diego Forward: The Regional Plan, a balanced blueprint for how the San Diego region will travel, live, and grow through 2050.</li> <li>» Completed renovation of Trolley Blue Line stations from Barrio Logan to San Ysidro and added 65 new low-floor vehicles to the Orange and Blue Trolley Lines as part of the Trolley Renewal project.</li> <li>» Completed the Sorrento Valley Double Track and San Onofre to Pulgas Double Track projects, which converted 5.2 miles of single track to double track resulting in 67 percent of the corridor now double tracked, and expanded COASTER station parking.</li> <li>» Completed construction on 5 of the 11 new Downtown <i>Rapid</i> Stations at Kettner Boulevard, India Street, and 11th Avenue off of Broadway.</li> <li>» Began construction to replace four aging wooden rail trestle bridges across Los Peñasquitos Lagoon as part of the I-5 NCC Program.</li> <li>» Began construction on the SR 15 Mid-City Centerline <i>Rapid</i> Transit Stations project in the Mid-City area of San Diego.</li> <li>» The Mid-Coast Trolley Project, which will extend Blue Line service from Old Town to University City, entered into final design. Construction is scheduled to begin in 2016.</li> <li>» Completed construction of the Sweetwater Bikeway Plaza Bonita Segment, .5-mile, Class I bikeway which closes a gap in the existing bikeway and connects to the Bayshore Bikeway.</li> <li>» Completed construction on a .6-mile extension of the Bayshore Bikeway along Harbor Drive between 32nd Street and Vesta Street.</li> <li>» Began construction on the first phase of the Inland Rail Trail San Marcos to Vista segment, a 7-mile, Class I bikeway that will pass through the cities of San Marcos, Vista, and unincorporated communities in the County of San Diego.</li> <li>» Completed construction on the I-5/Interstate 8 (I-8) Connector Project to reduce traffic congestion along I-8.</li> <li>» Continued construction of the SR 76 East Segment project between South Mission Road and the I-15/SR 76 interchange.</li> <li>» Continued construction on the East Palomar Street Bridge and DAR in Chula Vista.</li> <li>» Continued construction on adding a northbound auxiliary lane and southbound through lane at East Plaza Boulevard in National City.</li> <li>» Continued construction of SR 11 between SR 905 and Enrico Fermi Drive in Otay Mesa.</li> </ul>

<b>2015</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>» Began construction on the I-5/Genesee Avenue Interchange Project to replace the existing six-lane Genesee Avenue overcrossing with a ten-lane structure that will include additional vehicle lanes, new bicycle lanes, and sidewalks.</li> <li>» Began construction on the SR 905/SR 125/SR 11 Northbound Connectors Project.</li> <li>» Continued construction on San Ysidro Freight Rail Yard improvements to replace aging rail infrastructure, alleviate drainage issues, and expand the facility to increase freight capacity and efficiency.</li> <li>» Continued construction on the South Line Rail Freight Capacity Project, which will enable expanded freight operations to meet existing and future growth of freight rail.</li> <li>» Received federal and California Coastal Commission (CCC) authorization to begin construction of carpool lanes on I-5 from Lomas Santa Fe to Birmingham Drive and replace the San Elijo Lagoon Bridge as part of the I-5 NCC Program.</li> <li>» Preserved 50.5 acres near the Batiquitos Lagoon through the <i>TransNet</i> Environmental Mitigation Program (EMP) and the I-5 NCC Program.</li> <li>» Preserved Lakeside Downs, 410 acres in East County previously proposed for development and purchased with funds provided by the SANDAG <i>TransNet</i> EMP.</li> <li>» Helped reestablish Agua Hedionda Lagoon marshland as environmental mitigation for I-5 NCC Program. The property was purchased through the SANDAG <i>TransNet</i> EMP.</li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>» Received CCC approval on the NCC Public Works Plan/Transportation and Resource Enhancement Program.</li> <li>» Obtained federal and state environmental clearance for the Mid-Coast Trolley Project to extend the Blue Line Trolley from Downtown San Diego to University City.</li> <li>» Launched <i>Rapid</i> services along the I-15 Corridor and in the Mid-City area, including <i>Rapid 235</i>, <i>Rapid 237</i>, and <i>Rapid 215</i>, and began construction on Downtown San Diego <i>Rapid</i> stations.</li> <li>» After obtaining AAA ratings from two credit agencies, sold \$350 million in bonds at a 3.85 percent interest rate to fund <i>TransNet</i> POP.</li> <li>» Opened 8 miles of carpool lanes along I-805 south between East Naples Street in Chula Vista and State Route 94 in San Diego, and added ten sound walls along the route of the new carpool lanes.</li> <li>» Completed the I-15 Mira Mesa DAR and Miramar College Transit Station.</li> <li>» Completed major improvements, including a new parking garage and bike parking facility, at the Sabre Springs/Peñasquitos Transit Station.</li> <li>» Completed the I-805 HOV/Carroll Canyon Road Extension Project, which included 2 miles of carpool lanes in each direction along I-805 from I-5 to Carroll Canyon Road and a northerly DAR from the Carroll Canyon Road Extension to the HOV Lanes.</li> <li>» Completed realignment and double tracking along the Sorrento-Miramar Curve section of the Los Angeles – San Diego – San Luis Obispo Coastal Rail Corridor.</li> <li>» Began construction on the SR 76 East Segment between South Mission Road and SR 76/I-15 interchange, the last of a series of improvements to the east-west highway.</li> <li>» Completed a 2,000-foot segment of Coastal Rail Trail in Oceanside from Ocean Boulevard to Wisconsin Avenue.</li> <li>» Completed the Barrio Logan gateway sign and street improvements to make the area on Cesar E. Chavez Parkway between Main Street and Newton Avenue more pedestrian-friendly and attractive.</li> <li>» Continued to make progress to modernize and rebuild the Blue Line Trolley stations, tracks, traction power substations, and overhead wires. Launched low-floor Trolley service in January 2015.</li> <li>» Began construction on the I-5/I-8 Connector Project to reduce traffic congestion along I-8.</li> <li>» Began construction to expand the San Ysidro Freight Rail Yard – an important project to expedite loading between freight cars and trucks.</li> <li>» Began construction on the Plaza Bonita Segment of the Sweetwater Bikeway.</li> <li>» Began construction on the first phase of Segment 4 of the Bayshore Bikeway along Harbor Drive from Vesta Street to 32nd Street.</li> </ul>
<b>2013</b>	<ul style="list-style-type: none"> <li>» Celebrated 25 years of keeping San Diego moving with <i>TransNet</i>, the region’s half-cent sales tax.</li> <li>» Completed Encinitas Pedestrian Crossing Project to ensure safe passage to Swami’s State Beach.</li> <li>» Released Mid-Coast Trolley Project draft supplemental environmental document for review and comment. Added VA Medical Center as station stop.</li> <li>» Completed the Eastbound SR 78 Auxiliary Lanes Project to help ease traffic in North County.</li> </ul>

---

**2013***(continued)*

- » Adopted vision and goals for San Diego Forward: The Regional Plan.
- » Began construction on Oceanside Coastal Rail Trail Class I Bikeway Project.
- » Demolished Palomar Street Bridge to accommodate DAR construction as part of the I-805 South Project.
- » Accepted the Series 13 Regional Growth Forecast.
- » Approved final environmental document for the South Bay Bus Rapid Transit Project.
- » Completed SR 76/I-15 East Widening Interchange Improvement Project ahead of schedule.
- » Began construction on the Mid-City *Rapid* Bus Project in San Diego.
- » Kicked off last phase of Trolley Renewal Project construction – the Blue Line from Barrio Logan to San Ysidro.
- » Approved \$200 million Bicycle Plan Early Action Program (EAP) to fund high-priority bikeway projects regionwide within ten years.
- » Awarded construction contract for the Sorrento Valley Double Track Project to provide for an additional 1 mile of double-tracking north of the Sorrento Valley COASTER Station.
- » Broke ground on Segment 1 of the SR 11/Otay Mesa East POE project construction.

---

**2012**

- » Opened the last 4 miles of the I-15 Express Lanes.
- » Reduced tolls by up to 40 percent on the South Bay Expressway/SR 125 Toll Road.
- » As part of Trolley Renewal, delivered 44 of 65 new low-floor vehicles, reconstructed 14 of 17 Green and Orange Line stations, and extended the Green Line through Downtown.
- » Completed the Nordahl Road Bridge Replacement Project.
- » Opened SR 905, easing the flow of crossborder commerce.
- » Completed the middle segment of SR 76 between Melrose Drive and Mission Road.
- » Began construction of the I-15 Bus *Rapid* Transit improvements.
- » Completed the Regional Beach Sand Project.
- » Completed the project to replace the famous "Trestles Bridge" in San Onofre.
- » Partnered with Albertsons on the Compass Card program.
- » Transitioned the San Diego Service Authority for Freeway Emergencies to SANDAG.
- » Completed Energy Roadmaps for ten local jurisdictions.
- » Began work on the Series 13 Regional Growth Forecast.
- » Gained approval of Senate Bill 1549 to use new project delivery tools for public transit.
- » Conserved the 1,905-acre Hidden Valley property in partnership with other agencies.

---

**2011**

- » Started construction on HOV/DAR Project at Carroll Canyon Road and I-805.
  - » Opened SR 52 extension from SR 125 to State Route 67 (SR 67).
  - » Opened auxiliary lanes on southbound I-805 from State Route 54 (SR 54) to Bonita Road in Chula Vista.
  - » Launched Escondido BREEZE *Rapid*.
  - » I-15 Express Lanes expanded to four lanes from State Route 163 to State Route 56 (SR 56).
  - » Began construction on 1.8-mile segment of the Bayshore Bikeway in Chula Vista.
  - » Started construction on *SuperLoop* Expansion Project.
  - » The FTA approved Mid-Coast Trolley Project for preliminary engineering.
  - » Adopted 2050 Regional Transportation Plan (RTP), including first Sustainable Communities Strategy in the state.
  - » *TransNet* EMP acquired 902-acre Rancho Lilac, bringing total acquisitions to 2,300 acres.
  - » Completed the migration from the legacy Automated Regional Justice Information System (ARJIS) mainframe to the Enterprise ARJIS System.
  - » Bought the lease to operate the SR 125 toll road.
-

<b>2010</b>	<ul style="list-style-type: none"> <li>» Board approved a light-rail transit alternative for Mid-Coast Trolley Project; environmental work underway.</li> <li>» Compass Card program rolled out to all transit riders; monthly paper passes discontinued.</li> <li>» Planning for the 2050 RTP, scheduled for adoption in 2011, continued.</li> <li>» Awarded \$8.7 million for intelligent transportation system improvements on I-15.</li> <li>» Began construction on the widening of SR 76 between Melrose and Mission Avenues.</li> <li>» Coordinated with local, state, and federal agencies in the United States and Mexico to build the third international border crossing.</li> <li>» Secured \$128 million in American Recovery and Reinvestment Act funding for region.</li> <li>» A robust <i>TransNet</i> Plan of Finance approved to advance additional capital projects to construction and prepare the next round of “ready to go” projects.</li> <li>» Board approved San Diego Regional Bicycle Plan.</li> <li>» As of December 1, 241 acres of land acquired under the <i>TransNet</i> EMP.</li> <li>» Board accepted Series 12: 2050 Regional Growth Forecast for planning purposes.</li> <li>» SANDAG and MTS began \$720 million overhaul of the San Diego Trolley’s Blue and Orange Lines.</li> </ul>
<b>2009</b>	<ul style="list-style-type: none"> <li>» SANDAG and partner agencies acquired nine properties, totaling nearly 1,000 acres for habitat conservation through <i>TransNet</i> EMP.</li> <li>» Board approved Regional Energy Strategy update.</li> <li>» Opened 3.5-mile segment of I-15 Express Lanes.</li> <li>» Allocated \$70 million in <i>TransNet</i> funds to begin final design on the Coastal Rail Corridor, HOV Lanes on I-5 in North County, and South Bay Bus Rapid Transit.</li> <li>» Received \$20 million from the FTA for Mid-City <i>Rapid</i> Bus Project.</li> <li>» Received \$1.7 million from San Diego Gas &amp; Electric to advance Sustainable Region Program.</li> <li>» Launched <i>SuperLoop</i> transit service in University City.</li> <li>» Progress continued on major expansion of SR 52 extension from SR 125 to SR 67.</li> <li>» Established effort to coordinate regional resources to combat graffiti.</li> <li>» RideLink became iCommute.</li> </ul>
<b>2008</b>	<ul style="list-style-type: none"> <li>» The first 4.5-mile expansion of I-15 Express Lanes opened.</li> <li>» Construction began on SR 52 extension from SR 125 to SR 67.</li> <li>» Construction continued on SR 905 at the U.S.-Mexico border.</li> <li>» A Presidential Permit was granted for third U.S.-Mexico border crossing.</li> <li>» The original 20-year <i>TransNet</i> Program ended and the 40-year extension began.</li> <li>» Senate Bill 1486 was signed into law authorizing SANDAG to collect a toll from SR 11 travelers to develop and construct the new highway and Otay Mesa East POE facility.</li> <li>» Senate Bill 1685 was signed into law providing SANDAG the flexibility to expand the uses of sales tax revenues beyond transportation-related projects for future ballot measures.</li> </ul>
<b>2007</b>	<ul style="list-style-type: none"> <li>» SANDAG awarded \$432 million in state infrastructure bond funding for transportation improvements.</li> <li>» Board adopted \$57 billion 2030 RTP.</li> <li>» Southern California Tribal Chairman’s Association joined SANDAG as advisory member.</li> <li>» Construction continued on I-15, I-5, I-805, and SR 52.</li> <li>» California Energy Commission awarded \$450,000 to SANDAG for energy planning.</li> <li>» SANDAG and the City of Tijuana approved the Otay Mesa-Mesa de Otay Binational Corridor Strategic Plan.</li> <li>» SANDAG launched 511 – a free phone and web service for transportation information.</li> </ul>

<b>2006</b>	<ul style="list-style-type: none"> <li>» Construction on the I-15 Managed Lanes Project continued with the middle segment nearing completion and construction underway on the northern segment.</li> <li>» Supplemental environmental work began on the 11-mile Mid-Coast Trolley Project from Old Town north to UC San Diego and University Town Center.</li> <li>» Progress continued on implementing the Regional Comprehensive Plan. All jurisdictions identified opportunities for smart growth development in a new concept map.</li> <li>» SANDAG Public Safety Committee identified interoperability and communications as a top priority in enhancing and protecting the region's security.</li> <li>» SANDAG launched <a href="http://KeepSanDiegoMoving.com">KeepSanDiegoMoving.com</a> with interactive Dashboard feature to track schedule and cost information for <i>TransNet</i> projects.</li> <li>» ARJIS, in collaboration with the District Attorney's Office, launched new San Diego County Regional Crime Mapping Application for Public Safety.</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>» SANDAG jumpstarted highway and transit projects using new <i>TransNet</i> dollars by launching the EAP.</li> <li>» The Independent Taxpayer Oversight Committee formed in accordance with the <i>TransNet</i> ordinance to monitor program operations.</li> <li>» Mission Valley East Green Line Trolley from QUALCOMM Stadium under San Diego State University to La Mesa began service.</li> <li>» SPRINTER commuter rail began construction to link Oceanside, Vista, San Marcos, and Escondido.</li> <li>» Service Bureau launched to provide demographic and economic information, custom mapping, transportation modeling and analysis projects, and survey design and analysis to public and private entities.</li> </ul>
<b>2004</b>	<ul style="list-style-type: none"> <li>» ARJIS consolidated into SANDAG. Board created the Public Safety Policy Committee.</li> <li>» The Regional Comprehensive Plan was adopted.</li> <li>» Voters extended the <i>TransNet</i> Sales Tax Program for 40 years to generate \$14 billion to help fund highway, transit, and local street improvements.</li> <li>» SR 56 was completed, linking the east and west sections of the highway, and connecting I-15 and I-5.</li> </ul>
<b>2003</b>	<ul style="list-style-type: none"> <li>» With the passage of Senate Bill 1703, SANDAG became the consolidated regional agency responsible for transit planning, programming, project development, and construction.</li> <li>» Imperial County joined SANDAG as an advisory member.</li> <li>» SANDAG adopted the \$42 billion Mobility 2030 RTP.</li> <li>» SANDAG adopted Regional Energy Strategy.</li> </ul>
<b>2002</b>	<ul style="list-style-type: none"> <li>» SANDAG eliminated tolls from the San Diego-Coronado Bridge.</li> <li>» Board launched effort to develop a Regional Comprehensive Plan, a long-term planning framework.</li> </ul>
<b>2001</b>	<ul style="list-style-type: none"> <li>» Using \$14.7 million in federal and state funds, SANDAG put sand on badly-eroded beaches.</li> <li>» Working in close cooperation with Metropolitan Transit Development Board (MTDB), North County Transit Development (NCTD), and Caltrans, SANDAG approved the Regional Transit Vision.</li> </ul>
<b>1990-2000</b>	<ul style="list-style-type: none"> <li>» MTDB and NCTD became advisory members; SANDAG joined the Joint Committee on Regional Transit.</li> <li>» State designated SANDAG as the Integrated Waste Management Task Force.</li> <li>» SANDAG helped start the San Dieguito River Valley Park Joint Powers Authority.</li> <li>» Member agencies designated SANDAG as the Congestion Management Agency.</li> <li>» State designated SANDAG as the San Diego-Coronado Bridge Toll Authority.</li> <li>» SANDAG helped form a five-county rail coalition, and purchased rail right-of-way from Santa Fe Railway for the COASTER and the SPRINTER rail commuter services.</li> <li>» <i>TransNet</i> opened SR 52 East to Santee, widened SR 54 in the South Bay, opened SR 56 East in the North City area, and completed improvements to SR 78/I-15 interchange in the North County.</li> <li>» The Freeway Service Patrol began under a cooperative arrangement among SANDAG, Caltrans, and the California Highway Patrol.</li> <li>» SANDAG approved the first ever Regional Economic Prosperity Strategy.</li> </ul>

- 
- 1990-2000** » At the request of Caltrans, SANDAG assumed management of Commuter Computer and transforms the operation into the RideLink service.  
(continued)
- » The San Diego County Water Authority joined SANDAG as an advisory member.
  - » SANDAG played a major role in bringing together all participants in the San Diego County Investment Fund.
  - » SANDAG started the 1-15 *FasTrak*® Program to improve traffic flow, and expand bus and rideshare services in the corridor.
  - » The National Institute of Justice lauded SANDAG for its outstanding work on Drug Use Forecasting.
  - » *TransNet* provided more than half the funds for the Mission Valley West Trolley Line between Old Town San Diego and QUALCOMM Stadium.
  - » SANDAG Committee on Binational Regional Opportunities held public forums on cross border planning in transportation, environment, education, water supply, and economic development.
  - » Halfway through the 20-year *TransNet* Program, 68 percent of the highway projects, 55 percent of the transit projects, and 53 percent of the Local Street Program were completed.
- 
- 1980-1989** » Comprehensive Panning Organization (CPO) renamed itself as SANDAG.
- » Poway and Santee became cities and joined SANDAG.
  - » SANDAG created SourcePoint as a nonprofit corporate subsidiary to customize and sell research products.
  - » Encinitas and Solana Beach became cities and joined SANDAG.
  - » State designated SANDAG as the Regional Transportation Commission.
  - » Voters countywide passed Proposition A - the local half-cent transportation sales tax measure known as *TransNet*, a \$3.3 billion program for highways, transit, local roads, and bicycles.
  - » Voters countywide passed an advisory measure calling for creation of a Regional Planning and Growth Management Board.
- 
- 1970-1979** » Governor designated CPO as the metropolitan planning organization to assure area-wide coordination and to serve as the technical and informational resource for local governments.
- » State further designated CPO as the Regional Transportation Planning Agency; Airport Land Use Commission; and area-wide clearinghouse for federal/state grant reviews.
  - » Local governments established CPO as an independent Joint Powers Agency.
  - » CPO developed and adopted the first ever RTP.
  - » Lemon Grove became a city and joined CPO.
  - » CPO established Criminal Justice Research Division.
  - » CPO helped establish ARJIS.
  - » CPO was jointly designated with the county government to implement federal and state Clean Air Acts.
  - » State designated CPO to prepare the RHNA.
- 
- 1966** » Local governments created the CPO as a long-range planning department within the San Diego County government under a state authorized Joint Powers Agreement.
-



## Appendix D



**Capital Improvements  
in the Regional Plan  
Exceeding \$400 Million**

**Capital Improvements in the Regional Plan Exceeding \$400 Million  
(Year of Expenditure Dollars in Millions)**

Transit Facilities			
Service	Route	Description	Cost (in Millions)
COASTER	398	Double-tracking (includes grade separations at Leucadia Boulevard and two other locations, stations/platforms at Convention Center/Gaslamp Quarter and Del Mar Fairgrounds, Del Mar Tunnel, and extensions to the Convention Center/Gaslamp Quarter and Camp Pendleton)	\$5,174
SPRINTER	399	SPRINTER efficiency improvements and double-tracking (Oceanside to Escondido and six rail grade separations at El Camino Real, Melrose Drive, Vista Village Drive/Main Street, North Drive, Civic Center, Auto Parkway and Mission Avenue)	\$1,339
SPRINTER	399	Branch extension to Westfield North County	\$437
SPRINTER	588	SPRINTER Express	\$492
Trolley	510	Mid-Coast Trolley extension	\$2,171
Trolley	510	Blue Line/Mid-Coast frequency enhancements and rail grade separations at 28th Street, 32nd Street, E Street, H Street, Palomar Street, Taylor Street and Ash Street, and Blue/Orange track connection at 12th and Imperial	\$741
Trolley	520	Orange Line frequency enhancements and four rail grade separations at Euclid Avenue, Broadway/Lemon Grove Avenue, Allison Avenue/ University Avenue, Severin Drive	\$402
Trolley	560	San Diego State University to Downtown San Diego via El Cajon Boulevard/Mid-City (transition of Mid-City <i>Rapid</i> to Trolley)	\$5,005
Trolley	561	University Town Center (UTC) to COASTER connection (extension of Route 510)	\$602
Trolley	562	San Ysidro to Carmel Valley via National City/Chula Vista via Highland Avenue/4th Avenue, Southeast San Diego, Mid-City, Mission Valley, and Kearny Mesa	\$5,471
Trolley	563	Pacific Beach to El Cajon Transit Center via Balboa and Kearny Mesa	\$2,938
BRT	680 and 688/689	<i>Route 688:</i> San Ysidro to Sorrento Mesa via Interstate 805 (I-805)/ Interstate 15 (I-15)/State Route (SR) 52 Corridors (peak only) <i>Route 689:</i> Otay Mesa Port of Entry (POE) to UTC/Torrey Pines via Otay Ranch/Millennia I-805 Corridor (peak only) <i>Route 690:</i> Mid-City to Sorrento Mesa via I-805 Corridor (peak only)	\$653
Other	-	Transit center rehabilitation	\$2,810
Other	-	Maintenance facilities, Park & Ride, transit center expansions	\$1,842
Other	-	Intelligent Transportation System, Regulatory Compliance	\$502
<b>Subtotal</b>			<b>\$30,579</b>

**Capital Improvements – Revenue Constrained Plan**  
**(Year of Expenditure Dollars in Millions)**

Managed Lanes/Toll Lanes/ Highway Projects/Operational Improvements/Freeway Connectors					
Freeway	From	To	Existing	Improvements	Cost (in Millions)
Interstate 5 (I-5)	SR 905	SR 52	8F	8F+2ML	\$416
I-5	SR 54	SR 15	8F	10F+2ML	\$464
I-5	SR 15	Interstate 8 (I-8)	8F	8F+Operational	\$2,919
I-5	I-8	La Jolla Villa Drive	8F/10F	8F/10F+2ML	\$1,378
I-5	SR 56	Manchester Avenue	8F+2ML	8F+4ML	\$686
I-5	Manchester Avenue	Vandergrift Boulevard	8F	8F+4ML	\$3,957
I-5	Vandergrift Boulevard	Orange County	8F	8F+4T	\$4,497
I-8	I-5	SR 125	8F/10F	8F/10F+Operational	\$1,654
I-8	SR 125	2nd Street	6F/8F	6F/8F+Operational	\$413
SR 11/Otay Mesa East POE	SR 125	Mexico	-	4T & POE	\$876
I-15	Viaduct	-	8F	8F+2ML	\$2,092
I-15	SR 78	Riverside County	8F	8F+4T	\$2,555
SR 52	I-15	SR 125	4F/6F	4F/6F+2ML(R)	\$662
SR 67	Mapleview Street	Dye Road	2C/4C	4C	\$1,418
SR 78	I-5	I-15	6F	6F+2ML	\$1,720
SR 94	I-5	SR 125	8F	8F+2ML	\$1,478
SR 125	SR 905	San Miguel Road	4T	8F	\$661
SR 125	San Miguel Road	SR 54	4F	85F	\$438
SR 125	SR 94	I-8	8F	10F+2ML	\$694
SR 241	Orange County	I-5	-	6T	\$598
I-805	SR 54	SR 94	8F+2ML	8F+4ML	\$1,096
I-805	SR 94	Carroll Canyon Road	8F	8F+4ML	\$4,441
I-805	SR 905	Palomar	8F	8F+2ML	\$595
I-5/SR 56	Freeway Conn.		West to North	South to East	\$411
<b>Subtotal</b>					<b>\$36,119</b>
<b>Total</b>					<b>\$66,698</b>

**Key:**

C = Conventional Highway Lanes

T = Toll Lanes

F = Freeway Lanes

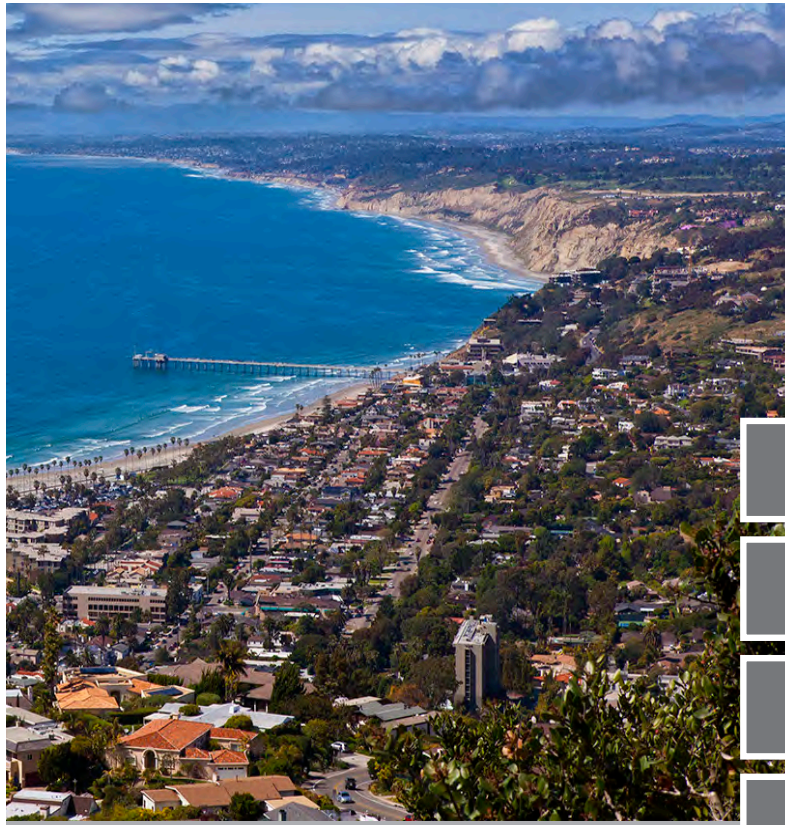
ML = Managed Lanes (HOV and Express Lanes)

HOV = High-Occupancy Vehicle Lanes

ML(R) = Managed Lanes (Reversible)

Note: All HOV would convert to ML by 2035 with an HOV occupancy of three+ people.

## Appendix E



### **Overall Authority, Responsibilities, and Mandates**

## Overall Authority, Responsibilities, and Mandates

The Board of Directors carries out various responsibilities that are either mandated by federal, state law, or regulation, or delegated to SANDAG through local agreement. Throughout the year, the Board sets direction, revises policies, and discusses priorities for allocating budget resources to these authorized activities. Some of the most important designations and critical responsibilities are listed below.

- **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.

- **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.

- **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 (SDAPCD). Determine conformity of transportation plans and programs – RTP and RTIP – with an air quality plan.

- **Area-Wide Clearinghouse (Federal and State)**

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

- **Regional Transportation Planning and Fund Allocation Agency (State)**

As the regional transportation planning agency, SANDAG adopts the RTP (long-range plan) 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, approximately \$148 million in FY 2019).

- **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.

- **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.

- **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 State Route 11/Otay Mesa East Port of Entry Corridor.

- **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 San Diego County Regional Airport Authority (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.

- **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.

- **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 (approximately \$301 million in FY 2019).

- **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.

- **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 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.

- **North County Multiple Habitat Conservation Program (Local)**

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

- **Regional Toll Authority (Congestion Management and Infrastructure Financing)**  
Responsible for the delivery and operation of pricing programs such as the Interstate 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.
- **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.
- **Freeway Service Patrol Administration**  
Provide rapid assistance during peak traffic periods for stranded motorists on various highways, reducing congestion and increasing safety.
- **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.
- **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.
- **State Route 125 Toll Facility**  
Administer toll collection on the State Route 125 Toll Road under a long-term lease with the State of California. This SANDAG responsibility was approved by the Board in December 2011.
- **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, SDAPCD, and other agencies.
- **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.
- **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.

- **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.
- **Master Agreement with Caltrans**  
Commitment through a Master Fund Transfer Agreement between SANDAG and Caltrans District 11.
- **Memoranda of Understanding with Member Agency(ies)**  
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, the Metropolitan Transit System, and the North County Transit District.
- **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.
- **Regional Beach Sand Replenishment Program**  
Administer the regional program in coordination with federal, state, and local agencies.



## Appendix F



## Glossary, Acronyms in the FY 2020 SANDAG Budget

## Glossary, Acronyms in the FY 2020 SANDAG Budget

#	
2015 Regional Plan	San Diego Forward: The 2015 Regional Plan
2020 Federal RTP	San Diego Forward: The 2020 Federal Regional Transportation Plan
2021 Regional Plan	San Diego Forward: The 2021 Regional Plan
A	
AB 805	Assembly Bill 805 (Gonzalez, 2017)
ABM	Activity-Based Model
AC	Advanced Construction
ACS	American Community Survey
ADA	Americans with Disabilities Act
AHSCP	Affordable Housing and Sustainable Communities Program
AMPO	Association of Metropolitan Planning Organizations
APO	American Planning Association
APC	Automated Passenger Counting
APTA	American Public Transportation Association
ARB	Air Resources Board
ARJIS	Automated Regional Justice Information System
ARJISnet	ARJIS Network
ARRA	American Recovery and Reinvestment Act of 2009
ASCE	American Society of Civil Engineers
ATDM	Active Transportation Demand Management
ATF	Alcohol, Tobacco, and Firearms
ATGP	Active Transportation Grant Program
ATP	Active Transportation Program
ATP-R	Active Transportation Program-Regional
ATUATS	Advanced Technology Urban Area Transit Strategy
AVPG	Autonomous Vehicle Proving Ground
B	
BI	Bureau of Investigation
BIA	Bureau of Indian Affairs
Bike EAP	Regional Bike Plan Early Action Program
BOE	Board of Equalization
BPNS	Bicycle, Pedestrian, and Neighborhood Safety Program
BRT	Bus Rapid Transit
BTA	Bicycle Transportation Account
C	
C	Conventional Highway Lanes
CA	California
CALCOG	California Association of Councils of Government
CAP	Climate Action Plan
CBI	Coordinated Border Infrastructure Program
CBP	Customs and Border Protection
CCC	California Coastal Commission
CFR	Code of Federal Regulations
CHSRA	California High-Speed Rail Authority
CJ	Criminal Justice

CJAM	Criminal Justice Analysis and Modeling
CMAQ	Congestion Mitigation and Air Quality Improvement
CMIA	Corridor Mobility Improvement Account
CMP	Congestion Management Program
COBRO	Committee on Binational Regional Opportunities
ConOps	Concept of Operations
CP	Control Point
CPI	Consumer Price Index
CPO	Comprehensive Planning Organization
CRSMP	Coastal Regional Sediment Management Plan
CSMC	Chiefs'/Sheriff's Management Committee
CTAC	Cities/Counties Transportation Advisory Committee
CTC	Centralized Trolley Control
CTSA	Consolidated Transportation Services Agency
CV	Chula Vista
CVEF	Commercial Vehicle Enforcement Facility
CWG	San Diego Region Conformity Working Group

## D

DA	District Attorney
DAR	Direct Access Ramp
DBE	Disadvantaged Business Enterprise
DEA	Drug Enforcement Agency
DeX	Desktop Experience
DHS	Department of Homeland Security
DMV	Department of Motor Vehicles
DTA	Dynamic Traffic Assignment

## E

EAP	<i>TransNet</i> Early Action Program
ECP	Emerging Cities Program
EIR	Environmental Impact Report
EMP	Environmental Mitigation Program
EPLS	Excluded Parties List System
EV	Electric Vehicle

## F

F	Freeway Lanes
FAST Act	Fixing America's Surface Transportation Act
FASTLANE	Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies
FBI	Federal Bureau of Investigation
Fed	Federal Open Market Committee
Federal RTP	Federal Regional Transportation Plan
FFGA	Full Funding Grant Agreement
FFY	Federal Fiscal Year
FHWA	Federal Highway Administration
FRA	Federal Railroad Administration
FSP	Freeway Service Patrol
FTA	Federal Transit Administration
FY	Fiscal Year

**G**

GHG	Greenhouse Gas
GIS	Geographic Information System
GRH	Guaranteed Ride Home

**H**

H	<i>TransNet</i> Highway (from first <i>TransNet</i> Ordinance)
HOV	High-Occupancy Vehicle Lanes
HPP	High Priority Project
HPP DEMO	High Priority Project Demonstration
HST	High-Speed Train

**I**

I-15	Interstate 15
I-5	Interstate 5
I-8	Interstate 8
I-805	Interstate 805
ICE	Immigration and Customs Enforcement
ICMS	Integrated Corridor Management System
ICTC	Imperial County Transportation Commission
IGR	Intergovernmental Review
IM	Interstate Maintenance
IMBM	Integrated Master Budget Model
IMPLAN	City of Tijuana Metropolitan Planning Institute
ITE	Institute of Transportation Engineers
ITOC	Independent Taxpayer Oversight Committee
ITS	Intelligent Transportation System

**J**

JARC	Job Access and Reverse Commute
JTOC	Joint Transportation Operations Center

**K****L**

LCTOP	Low-Carbon Transit Operations Program
LEP	Limited English Proficiency
LIBOR	London InterBank Offered Rate
LiDAR	Light Detection and Ranging
LOSSAN	Los Angeles – San Diego – San Luis Obispo Rail Corridor
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LSI	Local System Improvements

**M**

MAP-21	Moving Ahead for Progress in the 21st Century Act
MC	Major Corridor
Mid-Coast Trolley	Mid-Coast Corridor Transit Project
ML	Managed Lanes
ML (R)	Managed Lanes (Reversible)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MP	Mile Post
MPO	Metropolitan Planning Organization

MTDB	Metropolitan Transit Development Board
MTS	Metropolitan Transit System

## **N**

NCC	North Coast Corridor
NCIS	Naval Criminal Investigative Service
NCTD	North County Transit District
NEV	Neighborhood Electric Vehicle
NIBRS	National Incident Based Reporting System
NTD	National Transit Database

## **O**

OBP	Office of Border Patrol
OCS	Overhead Catenary System
OCTA	Orange County Transportation Authority
OFO	Office of Field Operations
ONS	Officer Notification System
OWP	Overall Work Program

## **P**

PCP	Passenger Counting Program
PIP	Public Involvement Plan
POE	Port of Entry
POF	Plan of Finance
POP	<i>TransNet</i> Program of Projects
PPM	Planning, Programming, and Monitoring
PPP	Public Participation Plan
PRIIA	Passenger Rail Investment and Improvement Act of 2008
PSAP	Participant Statistical Areas Program
PSC	Public Safety Committee

## **Q**

QA	Quality Assurance
QC	Quality Control

## **R**

RAMS	Regional Arterial Management System
RATT	Regional Auto Theft Task Force
RBSP	Regional Beach Sand Project
RCDC	Regional Census Data Center
RCTC	Riverside County Transportation Commission
RE	Resident Engineer
Regional Plan	San Diego Forward: The Regional Plan (2015)
REVI	Regional Electric Vehicle Infrastructure
RFP	Request for Proposals
RHNA	Regional Housing Needs Assessment
RIS	Regional Information System
RIP	Regional Improvement Program
ROW	Right-of-Way
RPG	Regional Proving Ground
RSTP	Regional Surface Transportation Program
RTA	Riverside Transit Agency

RTC	Regional Transportation Commission
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
RTPA	Regional Transportation Planning Agency

## S

SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SAM	Substance Abuse Monitoring
SANDAG	San Diego Association of Governments
SanGIS	San Diego Geographic Information Source
SANTEC	San Diego Traffic Engineers' Council
SB 1	Senate Bill 1 (Beall, 2017)
SBX	South Bay Expressway
SCADA	Substation Supervisory Control and Data Acquisition
SCAG	Southern California Association of Governments
SCTCA	Southern California Tribal Chairmen's Association
SD	San Diego
SDAPCD	San Diego County Air Pollution Control District
SDCRAA	San Diego County Regional Airport Authority
SDG&E	San Diego Gas & Electric
SDIA	San Diego International Airport
SDMMP	San Diego Management and Monitoring Program
SDRBDT	San Diego River Bridge Double Track
SDRCC	San Diego Regional Climate Collaborative
SDREP	San Diego Regional Energy Partnership
SDSU	San Diego State University
SGIP	Smart Growth Incentive Program
SHA	State Highway Account
SHOPP	State Highway Operations and Protection Program
SIFMA	Securities Industry and Financial Markets Association
SLPP	State-Local Partnership Program
SR 11	State Route 11
SR 11 OME	State Route 11 Otay Mesa East
SR 125	State Route 125
SR 15	State Route 15
SR 163	State Route 163
SR 52	State Route 52
SR 54	State Route 54
SR 56	State Route 56
SR 67	State Route 67
SR 76	State Route 76
SR 78	State Route 78
SR 905	State Route 905
SR 94	State Route 94
SRFERS	State, Regional, Federal Enterprise Retrieval System
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Surface Transportation Program

**T**

T	Toll Lanes
T	<i>TransNet</i> Transit (from first <i>TransNet</i> Ordinance)
TBD	To be Determined
TCEP	Trade Corridor Enhancement Program
TCIF	Trade Corridors Improvement Fund
TCRP	Traffic Congestion Relief Program
TCSP	Transportation, Community, and System Preservation Program
TDA	Transportation Development Act
TDM	Transportation Demand Management
TE	Transportation Enhancement
TEA21	Transportation Equity Act for the 21st Century
TIFIA	Transportation Infrastructure Finance and Innovation Act
TIGER	Transportation Investment Generating Economic Recovery
TIRCP	Transit and Intercity Rail Capital Program
TMP	Traffic Mitigation Program
TSI	<i>TransNet</i> Transit System Improvements
TSM	Transportation System Management
TSMO	Transportation System Management and Operations

**U**

U.S.C.	United States Code
U.S. DOT	United States Department of Transportation
UC San Diego	University of California, San Diego
UTC	University Towne Center

**V**

VAA	Vehicle Assistance and Automation Demonstration
VMT	Vehicle-Miles-Traveled

**W**

WRCOG	Western Riverside Council of Governments
-------	--

# Index





## Index

### #

2020 Census Complete Count Outreach (2301401) – NEW	1-6
2021 Regional Plan and Regional Housing Needs Assessment	1-7
2021 Regional Transportation Plan Transit Plan – Advance Planning (3321000)	2.3-33
511 Advanced Traveler Information Service (3310500)	2.3-6

### A

A Street Property Management (3312700)	4-16
Active Transportation Grant Program	8-11
Active Transportation Planning and Programs (3300200)	2.3-1
Administration and Board Budgets	7-1
Administrative Budget	1-17, 7-2
<i>Contracted Services</i>	7-4
<i>Detailed Descriptions</i>	7-3
Advancing 21st Century Mobility	1-11
Advancing Climate Action Plans with Data-Driven Transportation Strategies (3201200)	2.2-27
Agency Structure	11-2
Airport Connection (1145500)	9.4-11
Airport Connectivity Planning (3101500)	2.2-7
Airport Connectivity Subcommittee Project	1-12
Air Quality Planning and Transportation Conformity (3100600)	2.2-3
Areas of Emphasis	1-6
ARJIS: ARJISnet Infrastructure and Mobile (7352000)	4-24
ARJIS: Enterprise System (7350300)	4-22
ARJIS Ex-Officio Member Assessments (JPA)	10-4
ARJIS Member Assessments and Other Revenue Sources	10-3
ARJIS: Project Management and Administration (7350200)	4-20
ARJIS: Regional Training Program – FFY 2017 (7352400)	4-28
ARJIS: San Diego National Incident Based Reporting (7352300)	4-26
ARJIS: Services to Member Agencies (Group Program) (7350000)	4-17
ARJIS: Urban Area Security Initiative – FFY 2018 (7352500)	4-29
ARJIS: Urban Area Security Initiative FFY 2019(7352600) – NEW	4-31

### B

Batiquitos Lagoon Double Track (1239816)	9.1-39
Bayshore Bikeway: 8B Main Street to Palomar (1129900)	9.3-1
Bayshore Bikeway: Barrio Logan (1223055)	9.3-11
Bayshore Bikeway: Segments 4 & 5 (1143700)	9.6-1

Blue Line Station Rehab (1210030)	9.1-24
Board of Directors	II
<i>Board Budget</i>	1-17, 7-6
<i>Detailed Descriptions</i>	7-7
Border to Bayshore Bikeway (1223056)	9.3-12
Bridge 257.2 Replacement Project (1146500)	9.4-13

### C

Capital Improvements in the Regional Plan Exceeding \$400 Million	D-1
Capital Program	1-17
<i>Capital Budget</i>	9-1
<i>Capital Budget Expenditures</i>	9-7
<i>Capital Budget Funding</i>	9-3
<i>Capital Budget Notes</i>	9-6
Carlsbad Village Double Track (1239810)	9.1-33
Carlsbad Village Double Track Trench (1239819)	9.1-41
Central Avenue Bikeway (1223054)	9.3-10
Centralized Train Control (CTC) (1142500)	9.4-5
Centralized Train Control (CTC) Technology Refresh (1146800)	9.4-16
Centralized Trolley Control Maintenance (3312300)	4-12
Certifications/Assurances and Resolutions	6-1
Chesterfield Drive Crossing Improvements (1239817)	9.1-40
CJAM – Adult Criminal Justice Program (Group Program) (2345000)	2.1-39
CJAM – CAT+ Continuation (2352600)	2.1-43
CJAM – Chula Vista Promise Neighborhood Continuation (2352700)	2.1-43
CJAM – Credible Messenger CalVIP Evaluation (2352500)	2.1-42
CJAM – Juvenile Justice Crime Prevention Act (2350100)	2.1-42
CJAM – Prop. 47 Evaluation (2346600)	2.1-40
CJAM – Reducing Racial and Ethnic Disparities (2352400)	2.1-42
CJAM – San Diego Promise Neighborhood (2352800)	2.1-43
CJAM – SMART STAR Evaluation (234670)	2.1-40
CJAM – Specialized Housing Services for Human Trafficking Victims Evaluation (2346800)	2.1-40
CJAM – Substance Abuse Monitoring (23401000)	2.1-37
CJAM – Youth Evaluation Projects (Group Program) (2350000)	2.1-41
Clairemont Mesa Blvd BRT Stations (1201515)	9.1-20
Climate Action Planning Program (3201700) – NEW	2.2-37

Coastal Connections: Opportunities to Improve Public Access Along Southern California Rail Corridor.....	5-2, 5-4
Coastal Rail Trail Encinitas: E Street to Chesterfield Drive (1223017).....	9.3-4
Coastal Rail Trail San Diego: Rose Creek (1223016).....	9.3-3
COASTER Preliminary Engineering (1239814).....	9.1-37
Committee Structure.....	1-2
Congestion Pricing Feasibility Study and Concept of Operations: I-805 Direct Access Ramps.....	5-2, 5-4
Connected Vehicle Deployment Program (3311800).....	2.3-24
Consolidated Planning Grant Funding.....	3-14
<i>Program Expenses</i> .....	3-16
<i>Program Reserves</i> .....	3-14
<i>Program Revenues</i> .....	3-15
Contingency Reserve.....	1-15, 12-1
<i>Automated Regional Justice Information System Reserve</i> .....	12-3
<i>Capital Program Contingency</i> .....	12-4
<i>I-15 Express Lanes Operations Program Reserve</i> .....	12-3
<i>Motorist Aid Call Box Program Reserve</i> .....	12-2
<i>Overall Work Program Fund Reserve</i> .....	12-2
<i>SANDAG Administration Reserve</i> .....	12-2
<i>SR 125 Facility Operations Reserve</i> .....	12-3
Criminal Justice Analysis and Modeling (CJAM) – Criminal Justice Clearinghouse (2340000).....	2.1-35
Current Funding Environment.....	1-14
CV Light Rail Trolley Improvement Study (3101800).....	2.2-9
<b>D</b>	
Database Administration and Governance (2300900).....	2.1-7
Data Acquisition, Management, and Governance (2302300) – NEW.....	2.1-33
Data Dissemination (2302200) – NEW.....	2.1-31
Data Management Solution for Analytics (3331100).....	2.3-42
Data Science and Big Data (2301300) – NEW.....	2.1-13
Departmental Organization Chart.....	11-3
Del Mar Bluffs IV (1146100).....	9.4-12
Detailed Work Element Descriptions.....	2-1
Disclosure of Lobbying Activities.....	6-7
Document Control (1128400).....	9.5-1
Downtown BRT Stations (1201509).....	9.6-1
Downtown Multiuse and Bus Stopover Facility (1201514).....	9.1-19
Downtown to Imperial Avenue Bikeway (1223058).....	9.3-14

## E

Eastbrook to Shell Double Track (1239809).....	9.1-32
East County Bus Maintenance Facility (1049600).....	9.6-1
East Division Maintenance Facility (1142300).....	9.4-4
Economic and Demographic Analysis and Modeling (2300400).....	2.1-3
Economic and Funding Outlook.....	1-12
Elvira to Morena Double Track (1239811).....	9.1-34
Energy and Climate Change Planning.....	1-12
Energy Roadmap Program Continuation: SDG&E (3201100).....	2.2-25
Enhanced Mobility for Seniors and Disabled Pass Through (3321400).....	2.3-35
Enterprise Geographic Information Systems (2300600).....	2.1-5
Environmental Mitigation Program - Land Management Grant Program.....	8-16
Environmental Mitigation Program – Regional Habitat Conservation Fund 12003 and 12013.....	8-14
External Support and Communications.....	1-7, 2.4

## F

Federal and State Revenue.....	1-14
Federal Certification Process.....	1-16
Federal Fiscal Year 2019 FTA Certifications and Assurances Signatures Page.....	6-4
Financial System Upgrade (1130100).....	9.5-1
Financial System Upgrade Contract Management System (1130102).....	9.4-3
Financial System Upgrades – Small Business System (1130101).....	9.5-1
Fiscal Year 2019/2020 California Department of Transportation Debarment and Suspension Certification.....	6-5
Freeway Service Patrol – Traffic Mitigation Program (3312400).....	4-13
Fresh Look at Economic and Air Quality/Climate Control Impacts of Border Delays (2301600).....	2.1-19
FTA Fiscal Year 2019 Certifications and Assurances Federal Fiscal Year 2019 Certifications and Assurances for FTA Assistance Programs.....	6-3
Funds Management and Oversight (1500300).....	2.4-5
FY 2018-2020 Expenditure Comparison.....	3-17
FY 2019/2020 FHWA and FTA Metropolitan Transportation Planning Process Self-Certification.....	6-2

## G

Glossary, Acronyms in the FY 2020 SANDAG Budget.....	F-1
Goods Movement Planning (3100700).....	2.2-5
Government Relations (7300400).....	2.4-23

## H

Holistic Implementation of Adaptation and Transportation Resilience Strategies.....	5-2, 5-5
Human Resources.....	11-1

## I

I-15 Express Lanes Middle Segment (1201502).....	9.6-1
I-15 Express Lanes North Segment (1201503).....	9.6-1
I-15 Express Lanes South Segment (12015010).....	9.6-1
I-15 <i>FasTrak</i> ® (1201504).....	9.1-16
I-15 Managed Lanes Dynamic Signage (1400302).....	9.4-18
I-15 Mira Mesa Direct Access Ramp – Bus Rapid Transit Station (1201506).....	9.6-1
I-15/SR 78 HOV Connectors (1207802).....	9.1-23, 9.7-1
I-15/SR 78 HOV/Managed Lanes (1207801).....	9.7-1
I-5/Genesee Interchange and Widening (1200506).....	9.1-8
I-5/Gilman Drive Bridge (1200508).....	9.1-11
I-5 HOV: Carlsbad (1200510).....	9.1-13
I-5 HOV Extension & Lomas Santa Fe Interchange (1200502).....	9.6-1
I-5 Genesee Aux Lane (1200512).....	9.1-14
I-5 HOV: Manchester Avenue to Palomar Airport Road (1200504).....	9.1-7
I-5 HOV: San Elijo Bridge Replacement (1200509).....	9.1-12
I-5 North Coast: 4 Express Lanes (1200501).....	9.1-6
I-5/SR 56 Interchange (1200503).....	9.6-1
I-5/Voigt Drive Improvements (1200507).....	9.1-10
I-805 HOV/Carroll Canyon Direct Access Ramp (1280505).....	9.1-44
I-805 Imperial BRT Station (1280512).....	9.7-1
I-805 North: 2 HOV Lanes (1280511).....	9.1-47
I-805 North Auxiliary Lanes (1280516).....	9.1-50
I-805 South: 2HOV and Direct Access Ramp (1280510).....	9.1-46
I-805/SR 15 Interchange (1280514).....	9.7-1
I-805 South Soundwalls (1280515).....	9.1-49
I-805/SR 94 Bus on Shoulder Demonstration Project (1280513).....	9.1-48
iCommute.....	1-11
Independent Taxpayer Oversight Committee Program (1500200).....	8-8
Inland Rail Trail (1223023).....	9.3-7
Intelligent Transportation Systems Operation (3311000).....	4-6
Interagency Coordination (7300500).....	2.4-25
Intergovernmental Review (3330300).....	2.2-41
Interregional Planning: Binational Planning and Coordination (3400200).....	2.2-45

Interregional Planning: Imperial, Orange, and Riverside Counties (3400100).....	2.2-43
Interregional Planning: Tribal Liaison Program (3400500).....	2.2-47
Interstate 15 <i>FasTrak</i> ® Value Pricing Program (3310300).....	4-4
Interstate 5 North Coast Corridor Program/Build NCC.....	1-9
Invoice Management and Document Control System (1130800).....	9.5-1

## J

Joint Transportation Operations Center (JTOC) (1142600).....	9.4-6
--	-------

## L

Light Rail Vehicle (LRV) Procurement Support (1131400).....	9.5-1
Local, State, Tribal, and Federal Agency Coordination and Participation.....	1-15
Los Peñasquitos Lagoon Bridge Replacement (1145000).....	9.4-8
LOSSAN and High-Speed Rail Corridor Planning (3400600).....	2.3-46

## M

Major Projects and Work Efforts.....	1-7
Mainline Drainage (1128100).....	9.4-1
Management Staff.....	IV
Marketing Coordination and Implementation (7300200).....	2.4-19
Member Agency Assessments.....	1-17, 10-1, 10-2, 10-3
Mid-Coast Corridor Transit Project.....	1-7
Mid-Coast Light Rail Transit (LRT) (1257001).....	9.1-5
Mid-City <i>Rapid</i> Bus (1240001).....	9.1-42
Milestones in SANDAG Regional Decision-Making.....	C-1
Mira Mesa Blvd BRT Priority Treatments (1201511).....	9.1-18
Modeling and Research.....	1-6, 2.1
Motorist Aid – Call Box Program (3312200).....	4-10
Motorist Aid Services.....	1-11
Motorist Aid Services – Freeway Service Patrol (3310200).....	4-2

## N

NCTD Bus Wash Replacement - West Division (1131300).....	9.5-1
NCTD Comprehensive Operations Analysis (3102200).....	2.2-15
New Major Corridor Transit Operations Program.....	8-18
North Green Beach Bridge Replacement (1144900).....	9.5-1
North Park/Mid-City Bikeways:	
Georgia-Meade Bikeway (1223082).....	9.3-19
North Park/Mid-City Bikeways:	
Howard Bikeway (1223079).....	9.3-16
North Park/Mid-City Bikeways:	
Landis Bikeway (1223078).....	9.3-15
North Park/Mid-City Bikeways:	
Monroe Bikeway (1223080).....	9.3-17

North Park/Mid-City Bikeways:	
Orange Bikeway (1223087).....	9.3-24
North Park/Mid-City Bikeways:	
Robinson Bikeway (1223020).....	9.3-5
North Park/Mid-City Bikeways:	
University Bikeway (1223081).....	9.3-18

## O

Oceanside Station Pass-Through Track (1239803).....	9.1-28
OCS Insulator & Catch Cable Replacement (1129200).....	9.4-2
Orange and Blue Line Traction	
Power Substations (1210040).....	9.1-25
Organizational Structure.....	1-1
Otay Mesa East Port of Entry and State Route 11.....	1-10
Other Revenue and Grants.....	1-14
Overall Authority, Responsibilities, and Mandates.....	E-1
Overall Work Program.....	1-17
<i>Contracted Services</i> .....	3-9
<i>Revenue and Expenditure Summary</i> .....	1-19
<i>Program Expenses</i> .....	3-6
<i>Program Revenues</i> .....	3-2
<i>Revenue Sources</i> .....	3-5
Overall Work Program and	
Budget Programs Management (1500400).....	2.4-7
OWP Revenue and Expense Summary.....	3-1

## P

Passenger Counting Program (3320300).....	2.3-31
PC, Internet, and Database Applications (7300300).....	2.4-21
Peer Review Process (2301800).....	2.1-23
Pending Discretionary Grants and Projects.....	5-1
Pershing Drive Bikeway (1223057).....	9.3-13
Personnel Cost Summary.....	11-4
Planning Factors.....	6-1
Planning for Future Coastal Rail Trail Segments (3301100).....	2.3-3
Planning for Operations of Mobility Hubs (3321800).....	2.3-36
Policy Advisory Committee Involvement.....	A-1
Poinsettia Station Improvements (1239805).....	9.1-29
Position Classification/Salary Range Table .....	11-5
Program Management (2302000).....	2.1-27
Project Biological Mitigation Fund (1200200).....	9.1-2
Project Implementation.....	1-6, 2.3
Project Justification Table.....	B-1
Project Monitoring and Oversight (1500000).....	2.4-1
Public Involvement.....	1-15
Public Involvement Program (7300100).....	2.4-17

## Q

Quality Assurance and Control (2301900).....	2.1-25
--	--------

## R

Regional Arterial Detection Deployment -	
Phase 1 (1144800).....	9.5-1
Regional Beach Sand Project III Feasibility Study.....	5-2, 5-5
Regional Bike Plan Early Action Program.....	1-10
Regional Census Data Center Operations (2301400).....	2.1-15
Regional Collaboration to Advance	
Transportation System Resiliency (3201600).....	2.2-35
Regional Economic and Finance Services	
and Research Services (2301200).....	2.1-11
Regional Electric Vehicle Charger Management Strategy.....	5-2, 5-3
Regional Energy/Climate Change Planning (3200300).....	2.2-23
Regional Energy Efficiency and	
Climate Change Strategies (3201500).....	2.2-33
Regional Geographic Information	
Systems Data Warehouse (2300800).....	2.4-11
Regional Habitat Conservation Fund (1200300).....	9.1-3
Regional Habitat Conservation Planning (3200100).....	2.2-19
Regional Intelligent Transportation Systems Program	
Management (3311100).....	2.4-13
Regional Land Inventory System (2301700).....	2.1-21
Regional Operations and Services.....	1-7, 1-17, 4-1
<i>Contracted Services</i> .....	4-39
<i>Five-Year Projected Reserve Fund Balances</i> .....	4-37
<i>Five-Year Projected Revenues and Expenses</i> .....	4-35
<i>FY 2018-2020 Expenditures Comparison</i> .....	4-41
<i>Program Expenses</i> .....	4-34
<i>Program Revenues</i> .....	4-33
Regional Parking Survey for Activity-Based Model Update.....	5-2, 5-3
Regional Plan Implementation (3100400).....	2.2-1
Regional Plan Outreach (3102004) – NEW.....	2.2-13
Regional Planning.....	1-6, 2.2
Regional Sea-Level Rise Adaptation Guidance	
for Transportation Infrastructure (3201400).....	2.2-31
Regional Shoreline Management Planning (3200200).....	2.2-21
Regional Transportation System Management	
and Operations Plan (3331200).....	2.3-44
Regional Tolling Back Office System (1400000).....	9.4-17
Resolution No. RTC-2019-XX.....	6-8
Revenue and Expenditure Summary.....	1-19
Roadway Toll Collection System (1400402).....	9.4-20
Rose Canyon Bridge Replacements (1145300).....	9.4-9

## S

SANDAG Program Budget Components.....	1-17
SANDAG Service Bureau (7500000).....	2.1-44
San Diego Airport Transit Corridor Study.....	5-2, 5-4
San Diego Forward: The 2021 Regional Plan and 2020 Federal Regional Transportation Plan (3102000).....	2.2-10
San Diego Regional Electric Vehicle Infrastructure (REVI) Charging Program (3201300).....	2.2-29
San Diego Regional Military Multimodal Access Strategy (3331000).....	2.3-40
San Diego River Bridge (1239815).....	9.1-38
San Diego River Bridge Double Track Project.....	1-9
San Diego River Trail: Carlton Oaks Segment (1223053).....	9.3-9
San Diego River Trail: Stadium Segment (1223052).....	9.3-8
San Dieguito Lagoon Double Track and Platform (1239813).....	9.1-36
San Elijo Lagoon Double Track (1239806).....	9.1-30
San Onofre Bridge Replacements (1145400).....	9.4-10
San Onofre to Pulgas Double Track - Phase 2 (1146600).....	9.4-14
San Ysidro Intermodal Freight Facility (1300601).....	9.2-3
Santa Fe Street Building Management (3312500).....	4-14
Senior Services Transportation Grant Program.....	8-10
Short-Range Transit Service Activities (3320100).....	2.3-27
Smart Growth Incentive Program.....	8-12
Smart Mobility Services to the Public (Group Program) (3310000).....	2.3-5
Social Equity Program (7300600).....	2.4-27
Sorrento to Miramar Phase 1 (1239801).....	9.1-27
Sorrento to Miramar Phase 2 (1239812).....	9.1-35
Sorrento Valley Double Track (1239807).....	9.1-31
South Bay BRT (1280504).....	9.1-43
South Bay BRT Maintenance Facility (1201513).....	9.6-1
South Bay <i>Rapid</i> .....	1-10
South Line Rail Freight Capacity (1300602).....	9.2-4
Specialized Transportation Grant Program (3320200).....	2.3-29
SR 11 and Otay Mesa East Port of Entry (1201101).....	9.2-1
SR 11 and Otay Mesa East Port of Entry: Segment 1 Construction (1201102).....	9.6-1
SR 11 and Otay Mesa East Port of Entry: Segment 2A and SR 905/125/11 Southbound Connectors Construction (1201103).....	9.2-2
SR 125/905 Southbound to Westbound Connector (1390506).....	9.2-5
SR 125 Pavement Overlay (1400401).....	9.4-19
SR 125 Ramps Overlay (1400405).....	9.4-21
SR 15 BRT: Mid-City Centerline Stations (1201507).....	9.1-17
SR 15 Commuter Bike Facility (1223014).....	9.3-2
SR 52 Extension (1205203).....	9.6-1
SR 56 Auxiliary Lanes (1200513).....	9.1-15
SR 67 East (1207606).....	9.1-22
SR 67 Middle (1207602).....	9.1-21
SR 78 HOV/Managed Lanes (1207801).....	9.7-1
SR 78 Nordahl Road Interchange (1201510).....	9.6-1
SR 905: I-805 to Britannia Boulevard (1390501).....	9.6-1
SR 94 2HOV Lanes: I-805 to Downtown (1280508).....	9.1-45
SR 94/SR 125 South to East Connector (1212501).....	9.1-26
State Route 125 Facility Operations (3312100).....	4-8
State Route 125 Operations.....	1-11
Strategic Goals.....	1-6
Substation Supervisory Control and Data Acquisition (SCADA) (1144000).....	9.4-7
<i>SuperLoop</i> (1041502).....	9.1-4

## T

Table of Contents.....	V
TDA Funds Management and Oversight (1500800) – NEW.....	2.4-9
The Future of Mobility: Analyzing the Impact of Ride-hailing on California Communities (3102300).....	2.2-17
Transit Service Planning (Group Program) (3320000).....	2.3-26
<i>TransNet</i> Financial Management (1500100).....	2.4-3
<i>TransNet</i> Program.....	1-17, 8-1
<i>Active Transportation Grant Program</i> .....	8-11
<i>Budget</i> .....	8-3
<i>Environmental Mitigation Program - Land Management Grant Program</i> .....	8-16
<i>Environmental Mitigation Program - Regional Habitat Conservation Fund 12003 and 12013</i> .....	8-14
<i>Flow of Funds</i> .....	8-2
<i>Long-Term Debt Program</i> .....	8-5
<i>Major Capital Projects</i> .....	9.4-1
<i>Minor Capital Projects</i> .....	9.5-1
<i>New Major Corridor Transit Operations Program</i> .....	8-18
<i>Program of Projects</i> .....	9.1
<i>Projects Completed Through A Major Milestone</i> .....	9.7-1
<i>Regional Bikeway Program</i> .....	9.3
<i>Senior Services Transportation Grant Program</i> .....	8-10
<i>Short-Term Debt Program</i> .....	8-7
<i>Smart Growth Incentive Program</i> .....	8-12
<i>TCIF/Goods Movement Program</i> .....	9.2
<i>TransNet</i> Project Office (1200100).....	9.1-1
<i>TransNet</i> Public Information Program (7300000).....	2.4-15

<i>TransNet</i> Smart Growth Incentive Program and Active Transportation Grant Program (3300100).....	2.2-39
Transportation Analysis and Modeling (2300000).....	2.1-1
Transportation Demand Management – Employer Services (3310702).....	2.3-12
Transportation Demand Management Mobility Hub Pilot (3310713).....	2.3-20
Transportation Demand Management – Outreach Program (3310711).....	2.3-18
Transportation Demand Management Program (3310700).....	2.3-8
Transportation Demand Management – Program and Service Delivery (3310703).....	2.3-14
Transportation Demand Management – Regional Vanpool Program (3310704).....	2.3-16
Transportation Demand Management – Smart Mobility Planning and Pilot Projects (3310701).....	2.3-10
Transportation Modeling and Data Management.....	1-11
Transportation Modeling Development (2302100) – NEW ..	2.1-29
Transportation Performance Monitoring and Reporting (3311700).....	2.3-22
Transportation Surveys and Other Primary Data Collection (2301100).....	2.1-9
TSM – Integrated Corridor Management Programs (3330700).....	2.3-38

## U

UC San Diego Mid-Coast Improvements (1146700).....	9.4-15
University Towne Center (UTC) Transit Center (1143200).....	9.6-1
Update of Cross-Border Travel Model Component of the Activity-Based Model.....	5-2, 5-3
Uptown Bikeways: Eastern Hillcrest Bikeways (1223083).....	9.3-20
Uptown Bikeways: Fourth and Fifth Avenue Bikeways (1223022).....	9.3-6
Uptown Bikeways: Mission Hills and Old Town Bikeways (1223085).....	9.3-22
Uptown Bikeways: Park Boulevard Bikeway (1223086).....	9.3-23
Uptown Bikeways: Washington Street and Mission Valley Bikeways (1223084).....	9.3-21



**[sandag.org](http://sandag.org)**



## OFFICE OF THE INDEPENDENT PERFORMANCE AUDITOR

### About

Reporting of Fraud, Waste, and Abuse

## PROGRAMS & PROJECTS

Transportation

NAVWAR Revitalization

Land Use and Regional Growth

Biking and Walking

*TransNet*

Public Safety

Borders

Environment

Economics and Finance

Regional Airport Access

## RESOURCES

Demographics and Other Data

Maps and GIS

Regional Models

Publications

## SERVICES

Public Information Office

Service Bureau

511

*FasTrak*

iCommute

Keep San Diego Moving

Motorist Aid Services

## EMAIL SUBSCRIPTIONS

Get SANDAG updates delivered right to your inbox.

[Subscribe](#)

[View Region newsletter](#)

Select Language

Powered by [Google Translate](#)

## News

[News Home](#) | [News Archive](#) | [Region Newsletter](#)

### Board Actions - March 2019

#### SANDAG Executive Director's Report

A lot has happened since the February SANDAG Board meeting. On March 11 and 12, I was joined by Caltrans District 11 Director Cory Binns for very productive meetings in Mexico about the State Route 11/Otay Mesa East Port of Entry project. We met with officials of Mexico's new federal administration to introduce ourselves, provide an update on these projects, and learn about the progress they are making on these significant binational efforts. My sincerest thanks to our Consul General of Mexico in San Diego for assisting us with this important trip.

Another noteworthy item is the release of Governor Newsom's proposed budget, which includes \$750 million in one-time funding for planning and incentives to support housing development across California. The State Legislature will be considering the Governor's proposal over the next couple of months. If the proposal is approved along with the budget, the region could start receiving funds by the end of the year.

At our March 6-8 SANDAG Board of Directors retreat, SANDAG began a strategic planning process to take a look at and, where needed, redefine the purpose and responsibilities of the organization. The current mission statement is more than 15 years old and describes what we do, but not why or how we do it. Once developed, the strategic plan will become our roadmap for the future and key to our long-term success. It's important that everyone have a say in this process as we develop a mission, vision, and values for SANDAG.

*Hasan Ikhata, SANDAG Executive Director*  
(619) 699-1990, [hasan.ikhata@sandag.org](mailto:hasan.ikhata@sandag.org)

#### March 22 Board Meeting

##### 2020 Census Complete Count Outreach

Directors approved Resolution No. 2019-14, electing to enter into an agreement with, and accept \$1.6 million from, the California Complete Count Office to coordinate Census 2020 outreach services in the San Diego region to encourage a complete count of all the state's residents.

SANDAG will convene stakeholders to develop a strategic plan for educating, motivating, and activating the community to participate in the 2020 Census. Implementation of the plan will culminate with a final report to the State of California in September 2020.

*Key Staff Contact: Darlance Hocht Mulmat, (619) 699-7326, [darlance.mulmat@sandag.org](mailto:darlance.mulmat@sandag.org)*

##### Cycle 10 Specialized Transportation Grant Program Funding Recommendations

Directors approved \$7.2 million in Specialized Transportation Grant Program funding awards to support regional projects that will improve mobility for seniors and individuals with disabilities. Agreements for funded projects will occur in summer and fall 2019, with projects anticipated for completion in one to two years.

SANDAG received applications from 16 agencies requesting more than \$6.4 million in Federal Transit Administration Section 5310 funds to support 62 projects – 32 of which are accessible vehicles. Based on project rankings, 42 projects were chosen for full funding and four projects for partial funding.

SANDAG received *TransNet* Senior Mini-Grant applications from 16 agencies requesting nearly \$5 million to support 21 projects. Based on project rankings, ten projects were selected for full funding and one project for partial funding.

For more information, visit [sandag.org/stgp](http://sandag.org/stgp).

*Key Staff Contact: Jack Christensen, (619) 595-1442, [jack.christensen@sandag.org](mailto:jack.christensen@sandag.org)*

##### First TransNet Ten-Year Review: Status of Implementation Plan

Staff provided an update on the implementation of the first *TransNet* Ten-Year Review, which was conducted by an independent performance auditor and approved by the SANDAG Board in January 2018.

The look-ahead portion of the Ten-Year Review is anticipated for completion along with the adoption of the Regional Plan in November 2021. It includes 20 action items for implementation. Six of the action items have been completed and 14 are underway.

*TransNet* Program performance since program inception in 2005 was evaluated as part of the *TransNet* Ten-Year Review Look-Back, which:

- Recommends that SANDAG continuously monitor *TransNet* projects remaining to be completed to ensure these are the best mix for achieving congestion relief and other goals of the *TransNet* Program
- Calls for investment in technology solutions to better manage the region's transportation network
- Suggests revisiting the Local Street and Road Program definitions to better address current local jurisdiction needs



- Places an emphasis on establishing performance metrics and suggests SANDAG enhance or expand its existing performance reporting practices

For more information, visit [sandag.org/transnet10yearreview](https://sandag.org/transnet10yearreview).

Key Staff Contact: Ariana zur Nieden, (619) 699-6961, [ariana.zurnieden@sandag.org](mailto:ariana.zurnieden@sandag.org)

#### **FY 2018 TransNet Triennial Performance Audit: Implementation of Recommendations Status**

Staff provided an update on the FY 2018 *TransNet* Triennial Performance Audit, which includes 26 recommendations to improve the efficiency, effectiveness, and accountability of the *TransNet* Program to the taxpayers of the San Diego region. Each recommendation is categorized into one of four rankings (critical, high, medium, and low priority) based on the impact to the *TransNet* Program, SANDAG responsibilities, and critical path activities. Staff will continue working to implement audit recommendations and will return to the Board to provide progress updates and request additional direction on implementation of specific audit recommendations as necessary.

For more information, visit [sandag.org/transnet](https://sandag.org/transnet).

Key Staff Contact: Ariana zur Nieden, (619) 699-6961, [ariana.zurnieden@sandag.org](mailto:ariana.zurnieden@sandag.org)

#### **2019 Bike Month and Bike to Work Day**

Directors adopted Resolution No. 2019-15 in support of May as Bike Month 2019, and to encourage member agencies to adopt similar proclamations to encourage individuals and organizations to GO by BIKE.

In support of Bike Month 2019, the SANDAG iCommute Program awarded GO by BIKE Mini-Grants to local government agencies and community-based organizations, is providing bike education services for commuters and employers, and is coordinating the 29th Annual SANDAG Bike to Work Day on Thursday, May 16, 2019.

For more information, visit [iCommuteSD.com/bikemonth](https://iCommuteSD.com/bikemonth).

Key Staff Contact: Jay Faught, (619) 619-7324, [jay.faught@sandag.org](mailto:jay.faught@sandag.org)

#### **SANDAG Criminal Justice Research and Clearinghouse Annual Update**

Staff provided an update on SANDAG Criminal Justice Research and Clearinghouse activities. The mission of the clearinghouse is to provide timely, accurate, and objective information so that policymakers can make informed decisions about resource allocation to prevent, reduce, and control crime. Over time, the primary functions of the SANDAG Criminal Justice Research Division have evolved to include compiling crime and arrest data; serving as a resource for information about crime and justice for member agencies and provider agencies (justice and social services); conducting independent and objective assessments of specific programs geared to address crime and social issues through additional dedicated funding; and providing staff support to the SANDAG Public Safety Committee.

For more information, visit [sandag.org/cj](https://sandag.org/cj).

Key Staff Contact: Cynthia Burke, Ph.D., (619) 699-1910, [cindy.burke@sandag.org](mailto:cindy.burke@sandag.org)

#### **San Diego Forward: The Regional Plan Update**

Staff provided an update on development of San Diego Forward: The Regional Plan, which is the big-picture vision for how the region will live, work, and travel through 2050. This new vision for the future will consider cutting-edge technologies, social equity, sustainability, supporting land use and housing, and economic opportunities. It will be developed through an extensive public process in 2019, followed by approximately one year of technical modeling work and transportation network development, and about one year for environmental review. Current work includes organizing the functional teams, assessing external resource needs, developing a communications plan, working with our federal partner agencies on the Federal Regional Transportation Plan update, and setting up a vision lab. Staff also is working with State Assembly Member Lorena Gonzalez Fletcher on a spot bill that will keep the 2015 Regional Plan valid until the new plan is approved in November 2021.

For more information, visit [SDForward.com](https://SDForward.com).

Key Staff Contact: Charles 'Muggs' Stoll, (619) 699-6945, [muggs.stoll@sandag.org](mailto:muggs.stoll@sandag.org)

#### **Update on Airport Connectivity Subcommittee**

Chula Vista Mayor Mary Salas gave an update on the recent activities of the Airport Connectivity Subcommittee. In January, the subcommittee examined what success would look like and how to coordinate timelines for major planning efforts, including the Airport's Terminal 1 redevelopment, the Port's Master Plan Update, and the SANDAG Regional Plan. In February, airport staff shared how their design could accommodate, and not preclude, integrating a transit connection. At the SANDAG Board retreat on March 8, the subcommittee learned about the responses received from a technology "request for information" in which the subcommittee sought ideas for innovative transportation solutions. The discussion suggested both short- and long-term solutions to regional connectivity around the airport. Future meetings will look at potential land use and transportation connection concepts.

The Airport Connectivity Subcommittee was established in December 2018. It is studying ways to modernize and improve access to the San Diego International Airport, the region's vital international hub for travelers and commerce. It is anticipated that by June 2019, the subcommittee will present a conceptual framework to the Board for consideration that details proposed access enhancements to the airport.

For more information, visit [sandag.org/airport](https://sandag.org/airport).

Key Staff Contact: Coleen Clementson, (619) 699-1944, [coleen.clementson@sandag.org](mailto:coleen.clementson@sandag.org)

#### **Draft FY 2020 Program Budget**

Directors approved the draft FY 2020 SANDAG program budget and authorized its release to interested parties for review and comment. The draft budget includes \$1.36 billion in local, state, and federal funding for SANDAG activities, including almost \$935 million for capital project delivery. It also contains the agency's Overall Work Program, which is proposed to increase by 21% over last year to support key investments needed to optimize the agency's technological, data, and modeling resources; support the personnel needed to carry out the agency's mission and priority projects; and fund the new independent performance auditor activities. The budget lays the groundwork for revamping SANDAG into an agency that can more effectively respond to the needs and priorities of the Board of Directors and region overall. Major initiatives include the Regional Plan update, airport connectivity, and the development of a strategic plan and organizational assessment.

SANDAG consistently seeks state and federal funding to supplement the budget; however, there are limited outside funding opportunities for personnel and planning efforts. In order to provide the agency with a sustainable source of funding necessary to support ongoing and future activities, the FY 2020 Program Budget includes a proposed doubling of member assessments.

On June 14, 2019, the Executive Committee is scheduled to review the proposed final FY 2020 budget and address any comments received from the funding and member agencies. Final Board adoption is scheduled for June 28, 2019.

For more information, visit [sandag.org/budget](https://sandag.org/budget).

Key Staff Contact: Sandi Craig, (619) 699-6998, [sandi.craig@sandag.org](mailto:sandi.craig@sandag.org)

#### **State Route 11/Otay Mesa East Port of Entry Update**

Staff provided an update on the State Route 11/Otay Mesa East Port of Entry project, which offers a historic opportunity to design, build, and finance border infrastructure that will serve as a model for the rest of the nation. It will feature a four-lane tolled road that will connect directly to a state-of-the-art U.S. Customs and Border Protection compound for processing both personal and commercial vehicles, a California Highway Patrol commercial vehicle enforcement facility, and a future Port of Entry. The Otay Mesa East Port of Entry is scheduled to begin construction in 2021.

For more information, visit [sandag.org/sr11](https://sandag.org/sr11).

Key Staff Contacts:

Mario Orso, Caltrans Corridor Director, (619)-688-2561, [mario.orso@dot.ca.gov](mailto:mario.orso@dot.ca.gov)  
Christina Casgar, (619) 699-1982, [christina.casgar@sandag.org](mailto:christina.casgar@sandag.org)

#### **Next SANDAG Board of Directors Meetings**

The April 2019 SANDAG Board of Directors meetings will take place on Friday, April 12 and Friday, April 26.

For more information, visit [sandag.org/calendar](https://sandag.org/calendar).

#### **Project Manager(s)**

For media inquiries, please contact the SANDAG Public Information Office at (619) 699-1950 or [pio@sandag.org](mailto:pio@sandag.org).

---

## SENATE COMMITTEE ON GOVERNANCE AND FINANCE

Senator Mike McGuire, Chair  
2017 - 2018 Regular

---

**Bill No:** AB 805  
**Author:** Gonzalez Fletcher  
**Version:** 5/30/17  
**Consultant:** Grinnell

**Hearing Date:** 7/5/17  
**Tax Levy:** No  
**Fiscal:** Yes

### ***COUNTY OF SAN DIEGO: TRANSPORTATION AGENCIES***

*Allows the Metropolitan Transit System (MTS) and the North County Transit District (NCTD) to impose a transactions and use tax of 0.5%; changes the governance structure for the San Diego Association of Governments (SANDAG), MTS, and NCTD; and enacts audit requirements for SANDAG.*

#### **Background**

After Los Angeles and Orange, San Diego is the third most populous county in California, with more than three million residents. Most of the county's population resides in one of its 18 cities, with about 54% of the population living in the City of San Diego or one of its neighboring cities in the south (Chula Vista, Coronado, Imperial Beach, and National City). Another 14% of the population lives in one of five coastal cities to the north of the City of San Diego (Carlsbad, Del Mar, Encinitas, Oceanside, and Solana Beach). Most of the remaining one-third of the population resides within 25 miles of the Pacific Ocean—either in an inland city or in part of the unincorporated area of the county. Only 1% of the region's residents live in the eastern half of the county, an area less suited for development.

The San Diego Association of Governments (SANDAG) started in the 1966, when the incorporated cities in the county formed the Comprehensive Planning Organization (CPO), as a subcomponent of the County of San Diego, to address long-range transportation and other regional planning issues. The CPO was a voluntary association, headed by representatives of the agencies that wished to be part of the organization. Six years later, the members of the planning organization reestablished the organization as a separate joint powers authority, independent of county government. In 1980, CPO changed its name to SANDAG, and the Legislature codified SANDAG as the county's transportation planning agency when it enacted the San Diego County Regional Transportation Commission Act, which created the San Diego Regional Transportation Commission, governed by the board of directors of SANDAG, and granted it specified powers (SB 321, Deddeh, 1985). Among these, SB 321 authorized SANDAG to impose a transactions and use tax (TUT) up to 1% in 0.25% increments. SANDAG's primary fiscal power is the authority to allocate revenues from state, federal, and countywide sources for transportation programs, including the 0.5% TUT imposed by voters initially approved in 1987, and extended in 2004.

In 1975, the Legislature created the Metropolitan Transit System (MTS) and its northern counterpart (the North County Transit District or NCTD) to plan, construct, and operate public transit systems in San Diego County. Many years later, the Legislature sought to consolidate these functions by enacting the San Diego Regional Government Efficiency Commission Act

which established an 11-member commission for the purpose of preparing and submitting a plan and draft legislation to the Legislature for the consolidation of regional agencies within the San Diego area (SB 329, Peace, 2000).

Delivered to the Legislature in 2001, the Plan recommended that:

- The planning functions of three agencies be consolidated (including those of the two transit operators) into a new regional agency with a governing board of 12 full-time members directly elected from districts created throughout the county, the Mayor of San Diego, the chair of the Board of Supervisors, and the chair of a new policy board made up of locally elected officials that would advise the regional authority,
- A new regional airport authority be created,
- The coordination of other specified agencies be mandated,
- Certain fiscal reforms and changes in the state tax structure be made, and
- A task force be created to further the consolidation discussion and efforts.

In 2003, the Legislature implemented several parts of the plan, including transferring the districts' transit planning and capital project responsibilities to SANDAG (SB 1703, Peace). That measure created the current governance structure and voting procedures for SANDAG, as well as committee structure, including a committee with broad responsibility for transportation oversight, and made participation by member cities compulsory. SB 1703 also required the Legislative Analyst's Office (LAO) to prepare a report evaluating the San Diego regional governance structure and SANDAG's effectiveness in a variety of areas, including land use, transportation, affordable housing, and the environment. In its report, LAO stated that:

- SANDAG plays a more prominent role than other councils of government because it can consider a wider range of options when allocating transportation funding, but its authority to address regional issues is limited because it has little ability to hold its members accountable.
- SANDAG's actions require a broad consensus because it operates in a deliberative fashion, and that its governance structure requires any action to be approved by both *tally* and *weighted* votes.

**SANDAG Governance.** SANDAG's governance structure is set forth in statute, and generally follows the form of a council of governments, where each local agency appoints one or more elected representatives from its governing board to serve on the governing board of the regional agency at the pleasure of the appointing agency. Currently, the 21-member board is comprised of two members of the San Diego County Board of Supervisors, two members of the City of San Diego, and 17 members from the city councils of each of the seventeen incorporated cities. SANDAG, like other councils of governments, employs a staff to carry out the agency's legal duties.

Uniquely, SANDAG's approval of actions is set forth in statute, and requires that all actions of the board must be approved by a majority of the *tally* and *weighted* votes taken simultaneously. The tally vote is compiled by counting the votes of each city and the county (except that the City of San Diego gets two votes). A measure must receive 11 out of a total of 21 tally votes to be approved. The weighted vote reflects the population in each jurisdiction or the unincorporated area in the case of the County of San Diego, according to a formula that apportions the total weighted vote of 100 based on the total population in the County, and specifies an alternative

formula if any agency has 40% or more of the total population. The current weighted vote for SANDAG is as follows: San Diego County (16), City of San Diego (40) Chula Vista (8), Oceanside (5), Escondido (5), Carlsbad (3), El Cajon (3), Vista (3), San Marcos (3), Encinitas (2), La Mesa (2), Santee (2), National City (2), Poway (1), Imperial Beach (1), Lemon Grove (1), Coronado (1), Solana Beach (1), and Del Mar (1).

LAO stated that as a result of this voting system's emphasis on reaching agreement among a wide number of parties, measures that are supported by local agencies representing a majority of local residents may not go forward. For example, a measure would not be approved if it were supported by only the City of San Diego and the County of San Diego, as it would have the majority of the weighted vote, but would lose the tally vote 17 to 4. A proposal supported only by the City, the County, and the next six largest cities would win the weighted vote 83 to 17, but would lose the tally vote 10 to 11. LAO adds that as a result of the governance structure and voting mechanism of SANDAG, strong consensus is needed for projects, so more controversial policies or those that favor some jurisdictions at the expense of others are not adopted.

**Transit District Governance.** MTS is governed by a 15-member board comprised of two members of the Board of Supervisors it appoints; four members of the San Diego City Council, one of whom may be the mayor, appointed by the city council; and nine members from the city councils of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee, appointed by each respective city council. Official acts of the MTS Board require a majority vote of members of the Board, but a weighted vote may be called by any two members. MTS's jurisdiction is the nine cities above, plus the part of the unincorporated area of San Diego County that isn't part of NCTD.

NCTD is governed by a nine-member board comprised of one member of the Board of Supervisors it appoints; eight members from the city councils of Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marcos, Solana Beach, and Vista, appointed by each respective city council. A majority vote of the members of the NCTD Board for any official act. NCTD's jurisdiction includes the above cities, plus specific census tracts in unincorporated San Diego County.

**TUTs.** State law imposes the sales tax on every retailer engaged in business in this state that sells tangible personal property, and requires them to collect the appropriate tax from the purchase and remit the amount to the Board of Equalization (BOE). Sales tax applies whenever a retail sale is made, which is basically any sale other than one for resale in the regular course of business. Unless the person pays the sales tax to the retailer, he or she is liable for the use tax, which is imposed on any person consuming tangible personal property in the state. The use tax rate is the same rate as the sales tax rate, and must be remitted on or before the last day of the month following the quarterly period in which the person made the purchase. The current rate is 7.25% as shown in the table below.

Rate	Jurisdiction	Purpose/Authority
3.9375%	State (General Fund)	State general purposes
1.0625%	Local Revenue Fund 2011	Realignment of local public safety services

<b>Rate</b>	<b>Jurisdiction</b>	<b>Purpose/Authority</b>
0.50%	State (Local Revenue Fund)	Local governments to fund health and welfare programs
0.50%	State (Local Public Safety Fund)	Local governments to fund public safety services
1.25%	Local (City/County)  1.00% City and County 0.25% County	City and county general operations.   Dedicated to county transportation purposes
<b>7.25%</b>	<b>Total Statewide Rate</b>	

Additionally, cities and counties may increase the sales and use tax, also known as district or TUTs, by rates by up to 2% for either specific or general purposes. The California Constitution states that taxes levied by local governments are either general taxes, subject to majority approval of its voters, or special taxes, subject to 2/3 vote (Article XIII C). Proposition 13 (1978) required a 2/3 vote of each house of the Legislature for state tax increases, and 2/3 vote of local voters for local special taxes. Proposition 62 (1986) prohibited local agencies from imposing general taxes without majority approval of local voters, and a 2/3 vote for special taxes. Proposition 218 (1996) extended those vote thresholds to charter cities and limited local agencies' powers to levy new assessments, fees, and taxes. Local agencies generally propose to increase taxes by adopting an ordinance or a resolution at a public hearing.

Local agencies must contract with BOE to administer the TUT, which must hold BOE harmless for any and all costs, losses, or refunds. According to BOE, as of April 1, 2017, 257 local agencies impose their own transactions and use taxes: 6 of 54 county-imposed taxes are general purpose taxes while 48 are special taxes, with 35 dedicated for transportation purposes. Of the 203 city-imposed taxes, 163 are general and 40 are special purpose. Generally, TUT may be imposed in 0.125% increments, up to a total of 2% within the county. However, neither the MTS nor the NCTD have similar authority to impose a tax.

Last year, SANDAG placed Measure A on the ballot, which would've increased the TUT by an additional .5% TUT. However, only 58.3% of voters supported the proposal, short of the 2/3 required for approval. Shortly thereafter, SANDAG acknowledged that revenues from its current tax fell short of its estimates by as much as 25%, attributing the shortfall to the economic recession that occurred shortly after voters extended the tax. Given the recent controversy over sales tax revenue estimates and the failure of Measure A, the author wants to change SANDAG's governance structure, add audit requirements, and grant taxing authority to MTS and NTCD.

### **Proposed Law**

Assembly Bill 805 makes four changes:

- Allows MTS and NTCD to impose a transactions and use tax,
- Alters SANDAG's governance structure and approval process,
- Creates an independent auditor, charges the position with specified powers, and requires the performance of certain duties, and

- Modifies the governing structure of MTS.

**Transactions and Use Taxes.** AB 805 enacts a new authorization for both MTS and NTCD to enact an ordinance to impose a 0.5% TUT in both the incorporated and unincorporated areas included within each's boundaries, subject to voter approval. Either board can impose either a 0.5% or 0.125% tax, and must contract with BOE to administer the tax. Either board may issue bonds secured by the tax.

In the ordinance, each board must state the nature of the tax to be imposed, set the tax rate, set forth the purposes for which the revenue derived from the tax will be used, and fix a term during which the tax will be imposed. Tax proceeds may only be used for public transit purposes serving its area, including the administrative and legal functions, as well as planning, environmental reviews, engineering and design costs, and related right-of-way acquisition. Public transit purposes include bikeway, bicycle path, sidewalk, trail, pedestrian access, or pedestrian accessway. Each board must adopt an expenditure plan for the tax by ordinance.

**SANDAG Board.** AB 805 revises the current voting structure to strike the current requirement that any action be approved by both tally and weighted vote, and instead provides that a majority vote of the members of the board is necessary to take any action, but that a weighted vote may be called by the members of any two jurisdictions. Additionally, the measure:

- Requires the mayors of the largest city and the second-largest city to alternate between serving as Chairperson and Vice Chairperson for four-year terms;
- Requires the Chairperson and Vice Chairperson of the SANDAG Board to be voting members of the executive committee;
- Provides that terms of office for the SANDAG Board, other than for the Chairperson and Vice Chairperson, may be established by the Board;
- Requires the two directors from the City of San Diego to be the Mayor and the President of the City Council;
- Requires the Chair of the San Diego County Board of Supervisors to be one of the two SANDAG Board members from the County of San Diego (County);
- Requires the weighted vote allocated to the two representatives from the Board of Supervisors and City of San Diego to be equal, instead of authorizing each agency to apportion the weighted vote among their two members;
- Raises the maximum weighted vote any member agency can have from 40 to 50, and provides that any agency with 50% or more of the total population of the County can have 50 weighted votes, up from the current 40% and 40 votes, respectively, and makes conforming changes;
- Provides that approval under the weighted vote process requires at least 51% of the vote from at least four jurisdictions.
- Requires the population of the County to be the population in the unincorporated area of the County for the purposes of determining the weighted vote for the County.

The measure requires SANDAG to complete a report by July 1<sup>st</sup> of each year to the Legislature developed by its transportation committee outlining the public transit needs, transit funding criteria, recommended transit funding levels, and additional work on public transit, with funds spent on transportation explicitly specified.

**SANDAG Audits.** AB 805 also creates an audit committee of five voting members, comprised of two board members and three public members appointed by the board, and requires the committee to appoint an independent performance auditor subject to board approval. The audit committee must also recommend the contract of the firm conducting the annual financial statement audits, and approve the audit plan. The measure provides an exemption from current law's restriction of the number of committees a board member can sit on to two for service on the audit committee, and makes a conforming change to increase the number of committees authorized for SANDAG from four to five. The bill states that the auditor:

- Must conduct or cause to be conducted performance audits of all SANDAG's departments, offices, boards, activities, agencies, and programs.
- Must prepare an annual audit plan, and conduct audits in accordance with the plan as well as other duties set forth in ordinance, state law, or the California Constitution.
- Must follow government auditing standards.
- Can appoint, employ, and remove assistants, employees, and personnel deemed necessary for the efficient and effective administration of the affairs of the office.
- Can investigate any material claim of financial fraud, waste, or impropriety, and summon any officer, employee, or agent of SANDAG, as well as any claimant or person, and examine him or her upon oath or affirmation.

AB 805 requires all officers and employees of the consolidated agency to grant unrestricted access to the auditor of employees, information, and records, including electronic data, within their custody. The bill makes the duty of any officer or employee to fully cooperate with the auditor, and to disclose all pertinent information. All consolidated agency contracts with consultants, vendors, or agencies must be prepared with an adequate audit provision to allow the auditor access to the entity's records needed to verify compliance with the terms of the contracts. Records of all audits and reports must be made public.

The measure requires SANDAG's board to adopt internal control guidelines to prevent and detect financial errors and fraud based on internal control guidelines developed by the State Controller, and standards adopted by the American Institute for Certified Public Accountants. The board must also develop and adopt an administration policy that includes a process to perform staff evaluations on a regular basis to determine if the knowledge, skills, and abilities of staff members are sufficient to perform their respective functions.

The bill also modifies current sections of legislative intent for SANDAG's regional comprehensive plan to address greenhouse gas emissions reduction targets set by the California Air Resources Board, and to identify disadvantaged communities.

**MTS Board.** AB 805 changes the composition of the MTS Board to increase the number of members from the Chula Vista city council from one to two, to be appointed by the city council, and requires one to be the mayor. The bill requires one of the four members from the San Diego City Council to be the mayor. The measure also removes the second member appointed by the Board of Supervisors, and requires the Chairperson of the Board to be elected by 2/3 vote of its membership.

The measure removes a provision in existing law which authorizes an appointed MTS Board member to continue to serve on the Board for up to four years after the date of termination from elected office. AB 805 also changes the process for appointment of alternate members of the



MTS Board, and requires the Board of Supervisors to appoint a supervisor who represents one of the two supervisorial districts with the greatest percentage of its area within the incorporated area of the County within the jurisdiction of MTS to serve as an alternate member of the MTS Board.

The bill authorizes any two MTS Board members to call for a weighted vote, and deletes existing law which authorized a weighted vote to be called by any two members at least one of whom is not the City of San Diego representative. The measure revises the weighted vote to be a total of 100 votes, with each member agency allotted the number of votes annually determined by population, except as provided by existing law which allocates 12.5 weighted votes to each of the four City of San Diego representatives for a total of 50 votes. AB 805 requires a supermajority percentage of the weighted vote when a weighted vote is taken on any item that requires more than a majority vote of the MTS Board. Additionally, the City of Chula Vista must allocate its weighted vote evenly between their two MTS Board members.

**NCTD Board.** AB 805 requires an affirmative vote of the majority of the members present for all official acts of the NCTD Board, and authorizes any two members to call a weighted vote after a vote is taken. The bill establishes a total of 100 weighted votes to be apportioned to the County and each city annually based on population, and requires for approval under the weighted vote procedure a vote of the representatives of no less than three jurisdictions which represent no less than 51% of the total weighted vote to supersede the original action of the NCTD Board. The measure requires a supermajority percentage of the weighted vote when a weighted vote is taken on any item that requires more than a majority vote of the NCTD Board. Additionally, the NCTD Board must adopt policies and procedures to implement the weighted vote requirements.

### **State Revenue Impact**

No estimate.

### **Comments**

1. Purpose of the bill. According to the author, “The San Diego Association of Governments is an unaccountable and unrepresentative agency with too much power and too little transparency. Structurally, one agency has been placed in charge of managing billions of dollars of taxpayer money for transportation purposes and has been set up to give a group of cities representing less than 15 percent of the county’s population a veto over any actions. The lack of accountability and transparency in SANDAG has become evident with the recent scandals over SANDAG staff and board members who were aware of faulty revenue projections, but continued to use them and mislead voters leading up to the vote on proposed sales tax. Even now, those at SANDAG have continued to shift the blame and have not been held accountable for presenting voters with false information. SANDAG also failed to disclose the rising costs of the TransNet project by continuing to use outdated cost assumptions, leading to a \$17.5 billion shortfall when combined with the faulty revenue projections. AB 805 would reform the governance structure of SANDAG to better reflect and represent the San Diego region’s population, and decentralize some of the authority to raise revenue in order to empower smaller jurisdictions which may have different transportation priorities to act. The bill would also establish an audit committee and independent performance auditor within SANDAG to help ensure that the agency stays on track and that this sort of scandal does not happen again.”

2. Uneven borders. Currently, all imposed TUTs are applied within a whole county or city; AB 805 departs from this practice by allowing MTS and NCTD to impose taxes within their part of the unincorporated area, which poses distinct implementation for BOE and compliance issues for retailers. In the 257 cities and counties that impose district taxes, retailers collect the applicable district tax rate for sales made at their business location. When administering a TUT, BOE assigns a specific code to properly identify accounts within a district. As long as a tax is imposed within city or county boundaries, the BOE can electronically identify accounts within these areas. However, under AB 805, BOE would have to manually identify accounts and addresses located within the unincorporated areas of the MTS or NCTD should one impose a tax, but not the other. To comply, retailers selling or delivering into San Diego County would need to determine whether the customer they're shipping to is in the MTS or NCTD part of San Diego County. Retailers usually use software or the BOE's website to determine the appropriate rate, but could end up overpaying the tax, resulting in potential refunds, or underpaying, which can lead to audits, penalties, and interest. However, AB 805 is not without precedent: the Legislature did authorize the North Tahoe Airport District to impose a tax within one part of a county (SB 1488, Rainey, 1998); however, the tax was never imposed. Additionally, the Legislature allowed counties to impose TUTs only in unincorporated areas (AB 2119, Stone, 2014), but no county has yet imposed a tax using that authority. BOE collects its costs from local agencies before remitting funds, so high administrative costs can significantly reduce local agency revenues from any tax. Additionally, the cities within either MTS or NCTD could form a joint powers agreement to levy a tax for transit purposes within those cities without significant administrative headaches. The Committee may wish to consider whether any revenue derived from AB 805's tax provisions is worth the cost of implementation and compliance.

3. Too high? While the state sales and use tax rate decreased from 7.5% to 7.25% on January 1, 2017, the rate is high compared to other states, especially when adding on locally-imposed TUTs. Tax experts argue that sales and use taxes are regressive, meaning that the tax incidence falls more on low-income individuals than high-income individuals because they would be spending a greater percentage of their income on taxable sales. AB 805 would allow MTS and NCTD to add an additional .5% rate on top of the current SANDAG 0.5% transactions and use taxes, for a total rate of 8.25%, which increases to 9.25% in the Cities of Del Mar, and National City, which have imposed their own 1% rates, and 9% in the City of La Mesa, which has its own .75% rate. The Committee may wish to consider whether AB 805 allows for a rate which is too high.

4. CDTFA. On June 27<sup>th</sup>, the Governor signed AB 102 (Committee on Budget), a budget trailer bill which implements the 2017-18 State Budget. AB 102 creates the California Department of Tax and Fee Administration (CDTFA), and shifts all non-constitutional tax administration duties from BOE to the new department. While AB 805 requires BOE to administer any TUT imposed by MTS or NCTD, AB 102's shift ensures that CDTFA will implement the measure. The Committee could begin making conforming changes to the law to reflect AB 102 on a bill-by-bill basis; however, a future omnibus bill to change all relevant statutes to conform to AB 102 is a better approach.

5. Double-referred. The Senate Rules Committee ordered a double-referral for AB 805. First, to the Committee on Governance and Finance for consideration of the measure's TUT provisions, and then to the Committee on Transportation and Housing due to the measure's changes to the governance of transportation and transit districts.

6. Mandate. The California Constitution generally requires the state to reimburse local agencies for their costs when the state imposes new programs or additional duties on them. According to the Legislative Counsel's Office, AB 805 creates a new state-mandated local program. Ultimately, the Commission on State Mandates determines if a mandate is reimbursable and the amount of reimbursement to be provided.

Assembly Local Government Committee:	5-4
Assembly Transportation Committee:	10-4
Assembly Appropriations Committee:	12-5
Assembly Floor:	50-25

### **Support and Opposition** (6/30/17)

Support: Carlsbad City Councilmember Cori Schumacher; Chula Vista Mayor Mary Casillas Salas; Chula Vista City Councilmember Stephen C. Padilla; La Mesa City Councilmember Colin Parent; National City Councilmembers Mona Rios and Alejandra Sotelo-Solis; San Diego City Councilmembers David Alvarez, Myrtle Cole and Georgette Gomez; Amalgamated Transit Union; American Federation of Teachers, Local 1931; Association of Local Government Auditors; Bike San Diego; Bike Walk Chula Vista; California Alliance for Retired Americans; California Bicycle Coalition; California Environmental Justice Alliance; California Labor Federation; California Nurses Association; Center on Policy Initiatives; Circulate San Diego; Cleveland National Forest Foundation; Climate Action Campaign; Coastal Environmental Rights Foundation; Democratic Club of Carlsbad Oceanside; Environmental Center of San Diego; Environmental Health Coalition; Escondido Chamber of Citizens; International Brotherhood of Electrical Workers Local 569; Mid-City Community Advocacy Network; Preserve Calavera; San Diego 350; San Diego County Building and Construction Trades Council; San Diego Metropolitan Transit System; South Bay Democratic Club; Southwestern Community College Districts; UNITE-HERE, AFL-CIO.

Opposition: San Diego City Councilmember Lorie Zapf; Associated Builders and Contractors, San Diego Chapter; Associated General Contractors; Building Industry Association of San Diego County, California Taxpayers Association; City of Del Mar; City of El Cajon; City of Escondido, City of La Mesa, City of National City; City of Ontario, City of Poway, City of San Marcos; City of Solana Beach; City of Vista; County of San Diego, Howard Jarvis Taxpayers Association; San Bernardino County Transportation Authority, Metrolink, Riverside County Transportation Commission, SANDAG; San Diego Regional Chamber of Commerce, Southern California Association of Governments.

-- END --

# **WHAT'S SO SPECIAL ABOUT SPECIAL DISTRICTS?**

A Citizen's Guide to Special Districts in California

Fourth Edition

October 2010

## Table of Contents

Introduction.....	1
What’s a Special District?.....	2
What a Special District is Not.....	3
A Short History of California’s Special Districts .....	4
Special Districts’ Statutory Authority .....	5
Types of Special Districts .....	5
Funding Special Districts.....	8
Advantages & Disadvantages .....	11
Frequently Asked Questions .....	12
Current Topics & Emerging Trends .....	15
Appendix A: Types of Special Districts .....	19
Appendix B: Special District Information Sources .....	20
Appendix C: Sources for Questions & Answers .....	23
Sources & Credits .....	26

**Copying this report.** *What’s So Special About Special Districts?* is not copyrighted. The contents of this report are in the public domain. Although anyone may reproduce this report, but Senate Local Government Committee would appreciate receiving credit. This report also appears on the Committee’s webpage: [www.sen.ca.gov/locgov](http://www.sen.ca.gov/locgov).

## Introduction

Most of us don't know much about local governments. We know less about special districts. Special district advocates hail special districts as the best examples of small-town democracy. Their critics say that special districts make local government too complex. *What's So Special About Special Districts?* untangles the basic facts about this least known segment of local government.

Most Californians don't understand special districts. Most of us don't know:

- How many exist (about 3,300).
- What they do (services from A to Z --- from airports to zoos).
- Who runs them (maybe your next-door neighbor).
- Or even what they spend on local services (about \$38 billion a year).

Celebrated as the best example of democracy, cursed as the worst form of fragmented government, and generally misunderstood even by the experts, special districts are California's unique contribution to local government. The question remains: *What's so special about special districts?* This citizen's guide provides the answer: ***focused service***.

***Focused*** because special districts only serve in specifically defined areas, unlike counties and cities that provide services throughout their boundaries. Special districts are also ***focused*** because most of them provide only a single service, allowing them to concentrate on one activity. ***Service*** because districts deliver only the public programs and public facilities that their constituents want. Counties and cities provide multiple programs, some of them mandated by the federal and state governments. Special districts provide the public services that the public wants.

Our citizen's guide answers many of your questions about California's most abundant form of local government. In plain language, this citizen's guide explains what special districts are, where districts came from, their legal powers, and different ways to understand them. This guide also tells you where to get more information about the special districts that serve you.

Frequently cited by other authors, this report has become a standard introduction to special district government since the Committee first published it in 1991. But much has changed in 20 years. The Legislature has shifted billions of dollars of property tax revenues away from local agencies, including districts. The voters amended the California Constitution to make it harder to raise local revenues (Proposition 218 in 1996), harder for the Legislature to tamper with local governments' revenues (Proposition 1A in 2004), but easier to get access to public records and meetings (Proposition 59 in 2004). The California economy has been through two major recessions. Our Fourth Edition documents special districts' current financial status, explores what is and what is not a special district, explains what services districts provide, and describes how citizens can effect changes in the districts which serve them.

Democracy works best when people know about the governments that serve them. This guide will make you smarter about the special districts that serve you.

### **What's a Special District?**

State law defines a special district as “any agency of the state for the local performance of governmental or proprietary functions within limited boundaries.” In plain language, a special district is a separate local government that delivers a limited number of public services to a geographically limited area.

Special districts have four distinguishing characteristics. Special districts:

- Are a form of government.
- Have governing boards.
- Provide services and facilities.
- Have defined boundaries.

Inadequate revenue bases and competing demands for existing taxes make it hard for counties and cities to provide all of the services that their constituents want. When residents or landowners want new services or higher levels of existing services, they can form a district to pay for them. Fire districts, irrigation districts, cemetery districts, and mosquito abatement districts exist today because taxpayers were willing to pay for public services they wanted. Special districts localize the costs and benefits of public services. Special districts let local residents get the services they want at prices they're willing to pay.

So, what's so special about special districts? Focused services. Special districts are a type of local government that delivers specific public services within defined boundaries.

Special districts deliver highly diverse services including water, electricity, mosquito abatement, and fire protection. Most special districts serve just a single purpose, such as sewage treatment. Others respond to a wide range of needs, as in the case of community service districts, which can deliver up to 32 services.

Districts' service areas can range from a single neighborhood to vast areas. For example, the Metropolitan Water District of Southern California serves nearly 19 million people in over 5,200 square miles in six counties, while the Kingsbury Greens Community Services District (Nevada County) runs the sewage system for 45 condominiums on 7.65 acres. Most special districts' operate within just one county, but some districts' boundaries cross over city limits and county lines. The Contra Costa County Fire Protection District serves unincorporated territory plus nine cities. The Roubidoux Community Services District delivers services to communities in two different counties: Riverside and San Bernardino. Unlike counties and cities, special districts' boundaries aren't always limited to contiguous territory. For example, the Pajaro/Sunny Mesa Community Services District (Monterey County) serves several separate pockets of territory.

Special districts have most of the same basic powers as counties and cities. They can sign contracts, employ workers, and acquire real property through purchase or eminent domain. Following constitutional limits, they can also issue bonds, impose special taxes, levy benefit assessments, and charge service fees. Like other governments, special districts can sue and be sued.

Special districts have **corporate powers** and **tax powers**, but rarely the **police power**. *Corporate power* is the ability to “do things,” like building public works projects such as parks and sewers. It’s the power to run recreation programs and collect garbage. *Tax power* is the authority to raise money to pay for these projects and services. *Police power* is different; it’s the authority to regulate private behavior to accomplish a public goal. Governments that make rules and enforce them use the police power: zoning property, requiring business licenses, or setting speed limits. Special districts rarely have police powers. Instead, they usually build public facilities and provide services. When special districts do have police powers, they are usually related to some corporate power. One example is banning alcoholic beverages from a park district’s picnic area.

### **What a Special District is Not**

Now that we understand what special districts are, let’s look at what special districts are not.

- **Special districts are not state government.**

Special districts are local agencies which deliver specific services to specific communities. Operating under state laws, special districts are autonomous government entities that are accountable to the voters or landowners they serve. State officials, however, oversee special districts. For example, special districts must send their annual financial reports to the State Controller’s Office. Districts must also follow the state laws for special taxes, bonded debt, public hearings, public records, and elections.

- **Special districts are not county governments or cities.**

Counties and cities are *general purpose* governments. Counties and cities perform a broad array of services to protect the health, safety, and welfare of all their citizens. Special districts are *limited purpose* governments. Special districts can provide only the services allowed by state law and supported by their residents. Sometimes county supervisors or city councils are special districts’ governing boards, but those districts are legally separate local entities.

- **Special districts are not school districts.**

School districts exist to provide one service --- public education. Special districts can deliver a variety of public services, excluding education. School districts get most of their money from the state government. Special districts rely mostly on local revenues.

- **Special districts are not “Mello-Roos” districts or benefit assessment districts.**

Counties, cities, school districts, and many special districts can create Mello-Roos Act community facilities districts and benefit assessment districts to finance public works and public services. Mello-Roos districts and benefit assessment districts are just financing mechanisms and do not deliver services. Special districts use these financing mechanisms to provide public services.



- **Special districts are not redevelopment agencies.**

Cities and counties set up community redevelopment agencies to eliminate blight by paying for public and private improvements and economic development efforts. Special districts do not exist to eliminate blight. Special districts provide public services and infrastructure that help communities, but they're not in the business of direct economic development.

- **Who's in? Who's out?**

Most of our facts about special districts come from the annual *Special Districts Annual Reports* produced by the State Controller's Office. The total number of special districts included in this citizen's guide (3,294) varies from the State Controller's report (4,776) because the Controller defines special districts differently. The State Controller's report has a very broad reach, including 1,482 entities that we don't think are real special districts.

Our guide omits entities that don't share all four of the key characteristics: is a government, has a governing board, provides services, and has boundaries. For example, nonprofit corporations don't appear in our count because they're corporations, not governments. To be clear, we don't count: air pollution control districts, flood control maintenance districts, health districts, highway lighting districts, maintenance districts, vehicle parking districts, road maintenance districts, permanent road divisions, joint powers agencies, and nonprofit corporations. Neither we nor the State Controller count benefit assessment districts, business improvement districts, geologic hazard abatement districts, Mello-Roos Act community facilities districts, multi-family improvement districts, or parking and business improvement districts.

### **A Short History of California's Special Districts**

Like hula hoops, martinis, and freeways, special districts became an art form in California. Special districts first arose to meet the water needs of San Joaquin Valley farmers. Frustrated by an inconsistent water supply and unstable prices, farmers in Stanislaus County organized the Turlock Irrigation District under the Wright Act of 1887. The Wright Act allowed landowners to form new public entities to deliver irrigation water, and to finance their activities with water rates and bond sales. As California's first special district, the Turlock Irrigation District made it possible for local farmers to intensify and diversify their crops.

While the earliest irrigation districts served rural areas, the trend was towards delivering water to urban and suburban communities. In the early 1900s, water districts were primarily located in northern and central California. After 1950, they spread to Southern California to satisfy the growing suburban water demands.

In the 20th Century, special districts increased dramatically in both number and scope. The periods of prosperity and population growth that followed both World Wars increased the demand for public services of all kinds and, consequently, special districts. Special districts became a popular way to meet these needs. Unlike the complex bureaucracies that can come with cityhood, special districts were flexible and provided desired services quickly and efficiently.

The statutory authorization for *mosquito abatement districts* in 1915 shows the recurring connection between the real estate industry and the desire for local services. Salt marsh mosquitoes around the San Francisco Bay and higher than average malaria cases in rural counties prompted legislators to allow local officials to form mosquito abatement districts. The 372 *fire protection districts* can trace their origins to a 1923 state law. In 1931, the Legislature authorized recreation districts, the forerunners of today's 108 *recreation and park districts*. *Hospital districts* arose in 1945 because of a statewide shortage of hospital beds. Although originally created to address individual services, special districts later encompassed multiple needs. The Legislature provided for multi-purpose *county service areas* in 1953 and *community services districts* in 1961.

### **Special Districts' Statutory Authority**

Special districts operate either under a **principal act** or a **special act**. A *principal act* is a generic statute which applies to all special districts of that type. For example, the Community Services District Law governs all 325 community services districts. There are about 50 principal act statutes which local voters can use to create and govern special districts.

Occasionally, local circumstances don't fit the general conditions anticipated by the principal acts. In those cases, the Legislature can create a *special act* district that's tailored to the unique needs of a specific area. Districts which are regional in nature, have unusual governing board requirements, provide unique services, or need special financing, result in special act districts. Examples of districts formed under special acts include the Embarcadero Municipal Improvement District (Santa Barbara County), the Humboldt Bay Harbor, Recreation, and Conservation District, and the Shasta-Tehama County Watermaster District. There are about 125 special act districts.

All principal acts are state laws in the California state codes, whereas most special acts are not codified. However, for convenience, many of the water districts' special acts appear in the Appendix to the California Water Code. For a list of these acts, see Appendix A in the State Controller's *Special Districts Annual Report*.

### **Types of Special Districts**

Special districts' activities are as diverse as the communities they serve. The most common type of special district in California are the 895 County Service Areas, while the Golden Gate Bridge, Highway and Transportation District is an example of a category with just one member.

With about 3,300 special districts, it may seem overwhelming to try to understand the purpose and function of the districts. To simplify that task, let's break down the districts into pairs of categories. One way of understanding districts is to look at their various contrasting features:

- Single function versus multi-function.
- Enterprise versus non-enterprise.
- Independent versus dependent.

### **Single Function versus Multi-Function Districts.**

Most special districts perform only a single function. Single function districts deliver just one service such as water, sewage, or fire protection. The Happy Camp Cemetery District (Siskiyou County) is an example of a single function special district. Cemeteries are the only service that the 252 public cemetery districts can provide.

Multi-function districts provide two or more services. County Service Areas (CSAs) may provide any service which a county can provide. For example, CSAs provide animal control, libraries, police protection, snow removal, and weed abatement.

Some multi-function districts only offer a few of the services they are authorized to provide. For example, the Community Services District Law allows CSDs to provide up to 32 different services, but the Buzztail CSD (Butte County) offers only water service.

The powers which state law authorizes but a district does not currently provide are called its *latent powers*. Before a special district can activate one of its latent powers, it needs approval by the Local Agency Formation Commission (LAFCO). Significant protests may require the district to get its voters' approval. If the new service requires new revenues from special taxes or benefit assessments, the district must also get those approvals from voters or property owners.

### **Enterprise versus Non-enterprise Districts.**

Just over a quarter of the special districts are enterprise districts. Enterprise districts deliver services that are run like business enterprises --- they charge for their customers' services. For example, a hospital district charges room fees paid by patients, not the district's other residents. Water districts charge water rates to their customers. Nearly all of the water, wastewater, and hospital districts are enterprise districts.

Non-enterprise districts provide services which don't lend themselves to fees. Fire protection services and mosquito abatement programs benefit the entire community, not just individual residents. No direct cost/benefit relationship exists in the services provided by non-enterprise districts. Consequently, non-enterprise districts generally don't charge user fees for their services. No one wants to put a meter on a park district's swings or charge residents to put out a house fire. Non-enterprise districts rely overwhelmingly on property tax revenues and parcel taxes to pay their operational expenses. Services commonly provided by non-enterprise districts include cemeteries, fire protection, libraries, and police protection. Although non-enterprise districts rely primarily on non-fee revenue, certain services, such as a recreation and park district's swimming pool or soccer programs, can generate some fee revenue.

### **Independent versus Dependent Districts.**

About two-thirds of the state's special districts are independent districts. Independent districts have their own separate governing boards elected by the districts' own voters. For example, local voters elect the board of directors which runs the Rancho Simi Recreation and Park District (Ventura County). Independent districts also include districts where the appointed boards of directors serve for fixed terms. Cemetery districts are independent districts because county boards

of supervisors appoint the residents who serve on the districts' boards of trustees to fixed four-year terms. Independent special districts include library districts, memorial districts, mosquito abatement districts, and resource conservation districts.

Dependent districts are governed by other, existing legislative bodies (either a city council or a county board of supervisors). All County Service Areas, for example, are dependent districts because their county boards of supervisors govern them. The San Bernardino County Board of Supervisors is the *ex officio* governing board for the Yucca Valley Recreation and Park District, making it a dependent district. Because the Oceanside City Council also serves as the board of directors for the Oceanside Small Craft Harbor District (San Diego County), the District is a dependent special district.

A community's registered voters usually choose an independent district's board of directors. But in some water districts, political power rests with the landowners. Where the districts' services primarily benefit land and not people, the courts have upheld the use of *landowner-voter districts*.

### Who votes?

The California Constitution says that "The right to vote or hold office may not be conditioned by a property qualification." But state laws provide for some "landowner-voter districts" where the district directors or the voters (or both) must own land within the district. How is that possible?

The United States Supreme Court tackled this question in a case called *Salyer Land Company v. Tulare Lake Basin Water Storage District*, 410 U.S. 719 (1973).

Some landowners and resident registered voters within the District claimed that it was unconstitutional to restrict voting rights to landowners. Further, they argued that it was inequitable that smaller landowners received fewer votes than larger landowners. The plaintiffs urged the creation of a new policy so that all residents in the District would be permitted only one vote regardless of land ownership.

The District argued that its irrigation services only benefited the land. Thus, any effects on non-landowner residents were indirect and did not entitle them to vote. Also, the number of votes allotted to landowners was proportional to the assessed value of the land, and therefore relative to each landowner's benefits and burdens. The Supreme Court agreed with the defendant and upheld landowner-voting because the District "provides no service to the general public."

Special districts' governing boards can vary with the size and type of the district. Most districts have five-member governing boards. Other governing boards vary from three to 11 or more members. Because of its special legislation, the Metropolitan Water District of Southern California has 37 board members. Many larger districts have professional general managers, similar to city managers or county administrators, who run the daily operations. The governing boards adopt the broad policies that the general managers carry out.

These three distinctions about special districts aren't mutually exclusive. It's possible to have an independent, multi-function, enterprise special district, such as the Whispering Palms Community Services District (San Diego County). The District is *independent* because its voters elect their own board of directors; it's *multi-function* because the District provides sewers, street lighting, and road maintenance; and it's *enterprise* because local officials charge their customers for the sewer services. Conversely, County Service Area No. 19 (Marin County) is a dependent, single function, non-enterprise district. The CSA is *dependent* because the Marin County Board of Supervisors governs it; it's *single function* because it delivers only one service; and it's *non-enterprise* because that sole service is fire protection.

### **Funding Special Districts**

To better understand how special districts pay for themselves, let's divide their spending into two broad categories:

- Spending on operations and maintenance (programs).
- Spending on capital projects (public works projects).

#### **Operations and Maintenance.**

To pay for their regular operations, special districts generate revenue from three basic sources: taxes, benefit assessments, and service charges.

*General taxes.* When the voters amended the California Constitution by passing Proposition 13 (1978), they stopped local officials from levying separate property tax rates. Instead, county officials collect a uniform 1% property tax rate and allocate the resulting revenues to other local governments, following complicated formulas in state law. Most special districts get a share of these general property taxes. In 2007-08, county officials allocated about \$3.6 billion in general property tax revenues to special districts. Proposition 218 (1996) constitutionally prohibited special districts from levying their own general taxes.

*Special taxes.* Nearly all special districts can levy special taxes, if they get 2/3-voter approval. Often called "parcel taxes," these special taxes are usually a flat amount for each lot or each acre of ground. The Windsor Fire Protection District (Sonoma County) relies on two special taxes --- both approved by the District's voters --- for most of its annual revenues. Some property owners are familiar with the parcel taxes that special districts levy under the Mello-Roos Act. Details about which special districts can levy special taxes appears in *Revenues And Responsibilities: An Inventory of Local Tax Powers* on the Committee's webpage: [http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/REVENUESANDRESPONSIBILITIES.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/REVENUESANDRESPONSIBILITIES.pdf)

*Benefit assessments.* Many special districts can charge benefit assessments to pay for operating and maintaining public facilities and service programs that directly benefit property. Proposition 218 (1996) required assessment amounts to reflect the "proportionate special benefit" that the property receives. Benefit assessments are constitutionally distinct from taxes in several important ways. One key difference between assessments and taxes is that the affected property owners must give their approval for benefit assessments in a weighted-ballot election

while special taxes require the voters' approval. More information about benefit assessments is in *Assessing The Benefits of Benefit Assessments: A Citizen's Guide to Benefit Assessments in California (Second Edition)*, on the Senate Local Government Committee's website: [http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/BenefitAssessmentsPublication.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/BenefitAssessmentsPublication.pdf)

*Service Charges.* Special districts that run enterprise activities or deliver specific services can pay for their activities with service charges. Water rates generate the revenue that the Rainbow Municipal Water District (San Diego County) needs to run the community's water systems. The Modesto Irrigation District (Stanislaus County) sends bills to its electricity customers. Hospital charges help support the Seneca Hospital District (Plumas County). In 2007-08, special districts' enterprise revenues totaled nearly \$25.2 billion.

<u>Special Districts' Enterprise Revenues (2007-08)</u>	
Water	\$8,099,005,000
Transit	4,634,395,000
Waste Disposal	3,478,224,000
Electric Utility	4,171,583,000
Hospital	4,094,546,000
Airport	457,296,000
Harbor and Port	<u>250,658,000</u>
Total	\$25,185,707,000

Even some non-enterprise districts collect service charges to pay for special programs. For example, the Hayward Area Recreation and Park District (Alameda County) charges green fees to play on the District's Skywest Golf Course.

### **Capital Projects.**

Special districts create debt to borrow the money that they need for capital projects, such as expanding a wastewater treatment plant, acquiring parkland, or buying a new fire engine. Special districts' total long-term debts of all kinds were approximately \$72.4 billion in 2007-08.

Special districts pay off their *general obligation bonds* with higher property tax rates that require 2/3-voter approval. The Rand Communities Water District (Kern County) issued general obligation bonds to accumulate the capital needed for its water system. User fees pay for special districts' *revenue bonds* which may require majority-voter approval. The Groveland Community Services District (Tuolumne County) issued four revenue bonds to improve its sewer system. *Benefit assessment bonds* need the weighted-ballot approval of the property owners who own the properties that benefit from the special districts' public works projects. That's the approach used by the Las Gallinas Valley Sanitary District (Marin County) for its sewer improvements. *Mello-Roos Act bonds* also require 2/3-voter approval, but their revenue streams come from parcel taxes. Other, more exotic borrowing devices include certificates of participation, promissory notes, and loans from the state and federal governments.

### **Loss of Funding for Special Districts.**

Special districts have coped with three decades of tough financial times. In 1977-78, the year before the voters passed Proposition 13, special districts received \$945 million in property tax revenues. In 1978-79, their property tax revenues dropped to \$532 million, a loss of almost 50%.

In response to Proposition 13, legislators encouraged the special districts with the power to raise revenues with user fees and service charges to start the transition to fees and charges and to reduce their reliance on property tax revenues.

To help local governments weather the fiscal shock caused by Proposition 13, the state sent more state money to school districts and shifted some of the schools' property tax revenues to counties, cities, and special districts. For special districts, these supplemental property tax revenues went into a Special District Augmentation Fund (SDAF) in each county. The county supervisors then allocated the SDAF money to the special districts in their counties. This practice lasted from 1978 to 1992.

Faced with huge budget deficits in 1992-93 and again in 1993-94, the state shifted almost \$4 billion annually in property taxes from local governments (counties, cities, special districts, and redevelopment agencies) to an Educational Revenue Augmentation Fund (ERAF) in each county. The property tax revenue in the ERAF supports schools. The continuing ERAF shifts help the state fulfill its constitutional duty to pay for schools. Enterprise special districts had better chances of coping with the ERAF shifts because their fees generate revenues. The ERAF shifts hit the non-enterprise districts especially hard because they have few ways to make up for the lost revenues. Special legislation has granted fiscal relief to some special districts.

Proposition 1A (2004) made it much harder for the state to shift property taxes and other local revenues away from counties, cities, and special districts. These constitutional protections restore some fiscal stability to special districts.

### **How Much is Too Much?**

A 2000 report from the Little Hoover Commission revealed that special districts reported more than \$19.4 billion in reserves to the State Controller in 1996-97. Enterprise special districts held most of these reserves. This large figure raised a red flag for policy-makers and the public. Why were the districts setting aside so much money? And how did they plan to spend it?

Special district leaders argued that there were legitimate reasons for these reserves. District officials had allocated nearly all of the reserve dollars into specific funds for earmarked purposes. Special districts also used their reserve accounts to accumulate the capital needed to pay for large public works projects, rather than paying future interest on borrowed money. Further, reserves provided a safety cushion in lean fiscal years, stabilizing consumers' rates.

Special districts, taxpayers, and legislators learned that special districts should improve how they report their fiscal activities, including the purposes for their reserves. Out of this controversy came a state law that required the State Controller to publish an annual electronic report listing

the 250 special districts with the largest total revenues. For 2007-08, the three special districts with the largest total revenues were:

- Sacramento Municipal Utility District (\$1,372,262,958).
- Metropolitan Water District of Southern California (\$1,267,721,814).
- Los Angeles County Metropolitan Transportation Authority (\$1,209,788,940).

For the complete list, see <http://lgrs.sco.ca.gov/sb282/index.asp>.

### **LAFCO Cost-Sharing.**

Until 2001, county governments paid 100% of costs to operate the Local Agency Formation Commissions (LAFCOs), but legislative reforms spread those costs more broadly. When independent special districts get seats on the LAFCO, they must share the commission's costs with cities and the county government. Half of the 58 LAFCOs have special district representation, so special districts in those 29 counties pay a third of their LAFCOs' costs. A district's contribution is proportionate to its revenue, with some exceptions.

## **Advantages & Disadvantages**

Many people disagree over the usefulness and desirability of special districts. Before you make up your own mind, consider these arguments.

### **Advantages:**

**Special districts tailor services to meet local needs.** Counties and cities must protect their residents' health, safety, and welfare and, thus, must provide many services, regardless of citizen demand. Special districts, however, only provide the services that their communities desire.

**Special districts link costs to benefits.** General purpose local governments --- counties and cities --- levy general taxes to pay for public services. The services that taxpayers receive are not directly related to the amount of taxes they pay. In a special district, only those who benefit from the district's services pay for them. Those who do not benefit do not pay.

**Special districts respond to their constituents.** Because most special districts are geographically smaller and have fewer residents than counties and cities, they're more responsive to their constituents. Small groups of citizens can be quite effective in influencing special districts' decisions.

### **Disadvantages:**

**Too many special districts means inefficiency.** Many special districts provide the same services that counties and cities provide. Overlapping jurisdictions can create competition and conflict among special districts, and also between districts and general purpose governments. In addition, when communities incorporate, some Local Agency Formation Commissions (LAFCOs) fail to dissolve the special districts that exist within the new city limits, resulting in extra administrative costs and duplicated services.



**Special districts hinder regional planning.** Having numerous special districts can hamper planning efforts. For example, it can be difficult to organize the various water, sewer, and fire services in one region to deliver services to property owners and residents. Because about 2/3 of the districts have independent governing boards, no single agency coordinates their efforts.

**Special districts decrease accountability.** The multiplicity of limited purpose special districts can make it harder for residents and property owners to find out who's responsible for services. Separate special districts may provide water, sewer, parks, library, and fire protection services to the same unincorporated community. Residents have a hard time finding out who's in charge. Furthermore, the narrow and technical nature of a district's activities often results in low civic visibility until a crisis arises. Special district elections typically have very low voter turnouts. Although some view low voter turnout as a sign of voter satisfaction, representative democracy relies on broad participation.

### **Frequently Asked Questions**

Now that you have a basic understanding of special districts, you may have some specific questions you want answered. We explain the sources for our answers in Appendix C. Here are a dozen of the most frequently asked questions.

#### **1. How can I find out if I live in a special district?**

The easiest way is to call your Local Agency Formation Commission (LAFCO). Each county has a LAFCO which is responsible for forming and dissolving special districts. You'll find a directory of LAFCOs at [www.calafco.org](http://www.calafco.org). You can also look on your county property tax bill to see if some of your tax dollars go to a special district.

#### **2. How can I form a special district?**

District formation follows five steps:

- *Application.* Registered voters in the proposed district apply to the Local Agency Formation Commission (LAFCO). The application must detail the proposed district's boundaries and services, environmental effects, and financing methods.
- *Review and approval.* The LAFCO's staff studies the application, schedules the public hearing, and presents a public report with recommendations. The LAFCO can approve or deny the proposal. If the LAFCO approves, it's time to measure protests.
- *Protest hearing.* The LAFCO holds a second public hearing, this time to measure formal protests from voters and property owners. A majority protest stops the proposal, otherwise there's an election.
- *Election.* Only the voters inside the proposed district's boundaries vote at this election, which usually requires majority-voter approval. If the proposed new district relies on new special taxes, the measure needs 2/3-voter approval.
- *Formal filing.* If the voters approve the proposed district, the LAFCO's staff must file the formal documents needed to start the new district.

### 3. Who picks my district's governing board?

About 2/3 of our special districts are *independent*, that is, they have independently elected or appointed boards of directors. The other districts are *dependent* districts because they depend on another local government to govern them; usually a city council or a county board of supervisors. In most independent districts, registered voters elect the governing boards. In a few types of special districts, the landowners vote. Most governing boards have five members who serve staggered, four-year terms.

### 4. How can I find out who runs a special district?

The easiest way is to call your district directly and ask who serves on its governing board. Many districts have their own web sites. Also, your county clerk must keep a formal *Roster of Public Agencies* which lists all special districts along with the names and addresses of the members of their governing boards. Ask your county clerk for a copy of your county's *Roster*. This information may also be available on your county's web site.

### 5. Can a special district tax me without my approval?

No. Proposition 13 (1978) limited property taxes to 1% of property value. Many special districts get a share of these revenues. If a special district wants more tax revenues, it needs 2/3-voter approval before it can charge special taxes (also called "parcel taxes"). A general obligation bond that raises property tax rates also requires 2/3-voter approval.

### 6. But what about special assessments? Aren't they just like special taxes?

Not really. Special districts can charge benefit assessments to pay for public works like sewers, parks, and water systems, and to pay for some services. Property owners pay benefit assessments only for the projects or services that *directly* benefit their property. The amount of the assessment must be directly related to the benefit received. Proposition 218 (1996) required local governments, including special districts, to get weighted ballot approval from property owners before they can levy benefit assessments.

### 7. What can I do if I don't like what my special district is doing?

Talk to your district's general manager or the members of your district's governing board at their next meeting. All local governments must make time at their board meetings to listen to public comments. If you still aren't pleased with your district's activities, the remedy is direct democracy in the form of *initiative*, *referendum*, and *recall*.

- *Initiatives* let the voters propose ordinances directly instead of waiting for their district board to act. Successful initiatives need public notice, petitions, and majority-voter approval.
- *Referenda* also give voters a direct vote in district matters. The referendum power lets voters put recent board actions on the ballot and reject them *before* they go into effect. Referendum procedures are similar to the initiative process.
- *Recall* elections allow voters to remove elected board members before their terms of office end. Recalls follow processes similar to initiatives and referenda. However, recall isn't pos-

sible with cemetery districts and other special districts where the board members are appointed to serve fixed terms.

Or, you or your neighbors could run for the district's board at the next election.

### **8. Why do special districts seem so invisible?**

Special districts often escape wide public attention because their functions are narrow and technical. Sometimes, residents don't pay attention to their special districts until something goes wrong. Like all local governments, however, special districts must conform to democratic safeguards such as the Brown Act, the Public Records Act, and the Political Reform Act.

### **9. How can I trust my special district's leaders?**

It's true what they say --- *the noblest motive is the public good*. Public officials earn their constituents' trust by continually pursuing the public good. Special district officials must hold open meetings, keep open records, and disclose their economic interests. See the answer to Question 8, above. Most governing board members and key staff must take an ethics training course every two years. Ask your district if its board members and staff are up-to-date.

### **10. How do I know if my special district is doing OK?**

It's also true that *good government demands the intelligent interest of every citizen*. Residents and property owners should pay attention to how public agencies, including special districts, pay for projects and programs. Besides attending your district's board meetings and following its web page, you can review a district's budgets, regular audits, and financial reports. Ask your county grand jury if it has investigated your district. In 2009-10, for example, the Lake County Civil Grand Jury reviewed the Lake County Vector Control District and then issued its findings and recommendations. Although it's not a perfect guarantee, ask if your special district participates in the Special District Leadership Foundation (SDLF) awards program.

### **11. What happens when things go bad?**

If you're unhappy with a special district's programs or projects, take your complaints directly to the district's general manager and governing board. Local officials respond when their constituents write letters and speak up at board meetings. You can complain about economic conflicts of interest to the Fair Political Practices Commission. However, if you're aware of criminal activity, then you need to take your allegations to the district attorney or county grand jury for formal investigation.

### **12. Where can I get more information about special districts?**

#### Local resources:

- LAFCO's municipal service reviews and spheres of influence.
- County clerk's *Roster of Public Agencies*.
- County grand jury reports on specific districts.

#### Statewide resources:

- State Controller's *Special Districts' Annual Report*.
- Special district associations. See Appendix B.

### Current Topics & Emerging Trends

You now know that special districts are really diverse. Although it's tough to generalize about the trends affecting special districts, here are some general themes:

**How many is too many?** Special districts are California's most numerous type of local government. There's a lingering suspicion among the public and local officials that the number of special districts is growing. Some worry that increasing the number of independent special districts results in more bureaucracy and less efficiency.

However, using our definition of special districts, you can see that their numbers have actually gone down slightly over the last 30 years.

#### Number of Special Districts

1977-78	3,398
1987-88	3,490
1997-98	3,336
2007-08	3,294

Inside that 3% decline are three interesting trends. *First*, the number of county service areas has grown. CSAs are dependent special districts, always run by the county boards of supervisors. The number of dependent districts increased while the overall number of special districts went down. *Second*, the number of community services districts has also grown. Almost always independent special districts, CSDs are often multi-purpose districts, delivering more than one local service. The number of single-function districts declined. *Third*, while the number of special districts went down, California's population grew by 2/3, from 22.4 million residents in 1977 to 37.7 million in 2007.

#### Changes in the Number of Special Districts Among the Ten Most Common Types

	<u>1977-78</u>	<u>2007-08</u>	<u>Change</u>
County service areas	727	895	+168
Fire protection districts	454	372	-82
Cemetery districts	263	252	-9
Community services districts	213	325	+112
County water districts	205	166	-39
California water districts	163	136	-27
Reclamation districts	157	156	-1
Resource conservation districts	139	96	-43
County sanitation districts	124	73	-51
Recreation & park districts	118	108	-10

This table shows that multi-purpose districts, like county service areas and community services districts, are more popular than they were three decades ago. The decline in the number of sin-

gle-purpose districts over the last 30 years shows that some of these districts have consolidated with each other or have combined into multi-purpose districts. For example, several smaller fire districts in Sacramento County consolidated over the years to form the Sacramento Metropolitan Fire District (Sacramento County) in 2000. Also in Sacramento County, the Consumnes Community Services District formed in 1985 as the successor to the Elk Grove Fire Protection District and the Elk Grove Recreation and Park District, and expanded in 2006 when it annexed the adjacent Galt Fire Protection District

**Land use planning and development.** Public policy, not public works, should determine the location, timing, and intensity of development. Counties and cities control land use within their own boundaries by adopting general plans and approving development projects. However, some critics say that special districts can block or distort local land use planning goals. Because special districts are major providers of water and sewer services, where (and when) they build water lines and sewer plants affects development. State law lets special districts override county and city general plans and zoning ordinances. Even though dependent special districts are governed by the same board or council that adopts the general plan, the majority of special districts have independent governing boards which may have different development ideas. Most independent districts work well with their city and county governments, but land use conflicts are possible.

**Municipal service reviews.** The 2000 report *Growth Within Bounds* by the Commission on Local Governance for the 21st Century prompted legislators to pass several statutory reforms, including new planning requirement for the Local Agency Formation Commissions (LAFCOs). To plan for the future boundaries and service areas of cities and special districts, a LAFCO must prepare informational reports called *municipal service reviews*, and then adopt a policy document for each city and district called a *sphere of influence*. LAFCOs' decisions on annexations and other boundary changes must be consistent with the spheres of influence that they adopt for the affected cities or districts.

To inform those policy choices, municipal service reviews analyze six topics:

- Growth and population projections.
- Present and planned capacity of public facilities and adequacy of public services.
- Agencies' financial abilities to provide services.
- Opportunities for sharing facilities.
- Accountability for community service needs.
- Other matters relating to effective or efficient services.

Preparing the initial round of municipal service reviews was hard for some of the LAFCOs and the special districts in their counties. Some districts resented what they thought was a LAFCO's intrusion into internal district operations. Some LAFCOs were surprised to discover that special districts provided more services in more areas than they had previously known. The municipal service reviews can be superb sources of basic information about special districts' operations, programs, facilities, and financing. Many LAFCOs post these service reviews on their websites.

**Accountability and responsiveness.** Good government is responsive government. Like many local agencies, special districts have worked harder in recent years to raise their public profile

and reassure their communities that they're spending public dollars wisely. Many districts belong to statewide associations that promote the special district form of government. See Appendix B for a list of those groups. These associations also offer training courses for special districts' board members and staff.

Although it's not a perfect guarantee of quality, you can ask your district if it has earned the "District of Distinction" designation from the Special District Leadership Foundation (SDLF). SDLF is a private, nonprofit group formed by statewide associations of special districts to encourage better governance practices. Has the SDLF awarded your district's board its "Recognition in Special District Governance"? Has your district's general manager earned SDLF's "Special District Administrator Certification"?

In addition to these voluntary programs, a state law passed in 2005 requires ethics training for local officials (including special districts) who accept compensation for their service. Special districts designate their employees who must also receive ethics training. Every two years these board members and key staff must receive at least two hours of training in general ethics principles and ethics laws. Records of who has taken the required training are public documents, so you can ask your district if its governing board and staff are up-to-date.

**Revised state laws.** Recognizing that the state laws that govern special districts were outdated, legislators have revised the statutes that control nearly 2/3 of all districts. Many of these principal acts were decades old and had not kept pace with other statutory and constitutional changes. For example, legislators had not overhauled the Public Cemetery District Law since 1939. In the meantime, the voters amended the California Constitution to limit property taxes, impose spending limits, and require more public approval of taxes, assessments, and fees. Other initiatives created the Political Reform Act and changed local officials' fiscal powers. The Legislature enacted and expanded the state laws on open meetings, public records, fiscal audits, special districts' boundaries, land use planning, and public finance.

The Senate Local Government Committee responded by convening working groups to review the state laws that govern six types of special districts. Legislators translated the results of the working groups' efforts into revised principal acts for fire protection districts (1987), recreation and park districts (2001), mosquito abatement and vector control districts (2002), cemetery districts (2003), community services districts (2005), and county service areas (2008). Appendix B lists the reports that explain these efforts.

**Vestigial districts?** Sometimes good ideas don't always work out the way you intended. In 1968, grand visions convinced legislators to pass the El Dorado County Toll Tunnel Act which allowed the county supervisors to form a new dependent special district. This District has the power to bore a tunnel through the Sierra Nevada from Twin Bridges to Meyers, under Highway 50's route over Echo Pass. Although that vision is unlikely to come true, more than four decades later, an inactive District still exists with the El Dorado County Board of Supervisors as its *ex officio* governing body.

Legislative experiments don't always deliver on their promises either. In 1961, the Legislature passed the Resort Improvement District Law to help land developers set up multi-function special districts to serve remote subdivisions in rural counties. In 1965, the Assembly held hearings into special districts' abuses and one result was to ban the formation of new resort improvement districts. Nevertheless, seven resort improvement districts in five counties remain in existence, including the dependent Stony Gorge Resort Improvement District (Glenn County). In 2010, the Legislature passed a bill making it easier to convert resort improvement districts into community services districts.

**Appendix A: Types of Special Districts (2007-08)**

County Service Areas	895
Fire Protection Districts	372
Community Services Districts	325
Cemetery Districts	252
County Water Districts	166
Reclamation Districts	156
California Water Districts	136
Recreation & Park Districts	108
Resource Conservation Districts	96
Irrigation Districts	94
Hospital Districts	80
County Sanitation Districts	73
Sanitary Districts	72
Public Utility Districts	54
Storm Water Drainage & Maintenance Districts	49
Mosquito Abatement & Vector Control Districts	46
Flood Control & Water Conservation Districts	42
Municipal Water Districts	37
Water Agency or Authority	30
County Waterworks Districts	28
Memorial Districts	27
Drainage Districts	23
Transit Districts	15
Levee Districts	14
Harbor & Port Districts	13
Library Districts	13
Water Conservation Districts	13
Airport Districts	10
Citrus Pest Control Districts	10
Water Storage Districts	8
Garbage Disposal Districts	8
Pest Control Districts	6
Municipal Improvement Districts	5
Municipal Utility Districts	5
Police Protection Districts	3
Sanitation & Flood Control Districts	2
Water Replenishment Districts	2
Sewer District	1
Bridge & Highway District	1
Joint Highway District	1
Metropolitan Water District	1
Separation of Grade District	1
Toll Tunnel Authority	<u>1</u>
TOTAL	3,294

---

*What's So Special About Special Districts? (Fourth Edition)*  
Senate Local Government Committee, October 2010



**Appendix B: Special District Information Resources**

Association of California Water Agencies (ACWA)  
910 K Street, Suite 100  
Sacramento, California 95814-3512  
(916) 441-4545  
[www.acwa.com](http://www.acwa.com)

California Association of Local Agency Formation Commissions (CALAFCO)  
1215 K Street, Suite 1650  
Sacramento, California 95814  
(916) 442-6536  
[www.calafco.org](http://www.calafco.org)

California Association of Public Cemeteries  
2640 Glen Ridge Road  
Escondido, California 92027  
(888) 344-9858  
[www.capc.info](http://www.capc.info)

California Association of Recreation & Park Districts  
P.O. Box 22671  
Sacramento, California 95822  
(916) 446-2098  
[www.carpd.net](http://www.carpd.net)

California Association of Sanitation Agencies (CASA)  
1215 K Street, Suite 2290  
Sacramento, California 95814  
(916) 446-0388  
[www.casaweb.org](http://www.casaweb.org)

California Municipal Utilities Association (CMUA)  
915 L Street, Suite 1460  
Sacramento, California 95814  
(916) 326-5800  
[www.cmua.org](http://www.cmua.org)

California Special Districts Association (CSDA)  
1112 "I" Street, Suite 200  
Sacramento, California 95814  
(916) 442-7887  
[www.csda.net](http://www.csda.net)

## Fire Districts Association of California (FDAC)

1215 K Street, Suite 2290  
 Sacramento, California 95814  
 (916) 231-2941  
[www.fdac.org](http://www.fdac.org)

## Mosquito &amp; Vector Control Association of California

1215 K Street, Suite 2290  
 Sacramento, California 95814  
 (916) 440-0826  
[www.mvac.org](http://www.mvac.org)

## Public Cemetery Alliance

P.O. Box 494  
 Gridley, California 95948  
 (530) 846-2537  
[www.publiccemeteryalliance.com](http://www.publiccemeteryalliance.com)

## Special District Leadership Foundation (SDLF)

1112 "I" Street, Suite 200  
 Sacramento, California 95814  
 (916) 231-2939  
[www.sdlf.org](http://www.sdlf.org)



The library at UC Berkeley's Institute of Government Studies has an extensive collection of local government documents, including special districts' documents and many grand jury reports:

## Institute of Governmental Studies

University of California, Berkeley  
 109 Moses Hall  
 Berkeley, California 94720-2370  
 (510) 642-1473  
<http://igs.berkeley.edu/library/cagovdocs>

The Institute for Local Government (a joint program of the League of California Cities and the California State Association of Counties) provides helpful resources to local officials and their constituents:

## Institute for Local Government

1400 K Street, Suite 205  
 Sacramento, California 95814  
 (916) 658-8208  
[www.ca-ilg.org](http://www.ca-ilg.org)

The Senate Local Government Committee has compiled a descriptive list of the key state laws that affect local governments:

*The Quick List: An Annotated Glossary of Local Government Statutes (Second Edition)* Report 1353-S, February 2009.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/TheQuickList2009.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/TheQuickList2009.pdf)

The Committee has also published the statutory text and commentaries on the principal acts for six types of special districts:

*A New Law for a New Mission: Senate Bill 515 and the “Fire Protection District Law of 1987”* Report 284-S, October 1987.

[not available online]

*Parks, Progress, and Public Policy: A Legislative History of Senate Bill 707 and the “Recreation and Park District Law”* Report 1112-S, October 2001.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/PPPRReport.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/PPPRReport.pdf)

*Science, Service, and Statutes: A Legislative History of Senate Bill 1588 and the “Mosquito Abatement and Vector Control District Law”* Report 1226-S, September 2003.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/SSSFINALREPORT.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/SSSFINALREPORT.pdf)

*For Years To Come: A Legislative History of SB 341 and the “Public Cemetery District Law”* Report 1268-S, August 2004.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/YEARSTOCOMEPUBLICATON.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/YEARSTOCOMEPUBLICATON.pdf)

*Community Needs, Community Services: A Legislative History of SB 135 (Kehoe) and the “Community Services District Law”* Report 1348-S, March 2006.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/CNCSReport.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/CNCSReport.pdf)

*Serving The Public Interest: A Legislative History of SB 1458 and the “County Service Area Law”* Report 1428-S, October 2008.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/STPIPUBLICATION.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/STPIPUBLICATION.pdf)

You can order printed copies of these reports directly from Senate Publications & Flags, 1020 N Street (B-53), Sacramento, California 95814. Discounts are available for multiple copies, but credit cards are not accepted. For ordering details, you should call Senate Publications directly at (916) 651-1538.

### **Appendix C: Sources for Questions & Answers**

What's behind our answers to the "Frequently Asked Questions" on pages 12-14? Here are the references we used.

We list the statutes by code, followed by the section number. For example, "Government Code §56000, et seq." means that you can find the text as Section 56000 of the Government Code. The term "et seq." is the abbreviation for a Latin phrase that lawyers use to mean "and following." That means a state law starts at §56000, but continues for several more sections.

You can retrieve a statute's text from the Legislature's official website: [www.leginfo.ca.gov](http://www.leginfo.ca.gov).

If you want to see printed versions, you can go to your public library or a law library and read the published codes. Two publishers print the California statutes: *West's Annotated California Codes* and *Deering's California Codes Annotated*. Be sure to start with the "pocket part" in back of each volume. The pocket section has the latest versions of the statutes, including any recent amendments.

#### **Question 1: How can I find out if I live in a special district?**

Various definitions of "special district" are in Government Code §16271 (d), Government Code §50077 (d), Government Code §53720 (b), Government Code §56036, and Revenue & Taxation Code §95 (m). Also see California Constitution Article XIII C, §1 (c) (Proposition 218).

#### **Question 2: How can I form a special district?**

The Cortese-Knox-Hertzberg Local Government Reorganization Act (Government Code §56000, et seq.) spells out the LAFCOs' powers. The Senate Local Government Committee describes LAFCOs in *It's Time To Draw The Line: A Citizen's Guide to LAFCOs (2nd Edition)*. [http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/LAFCOGUIDEUPDATE2003.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/LAFCOGUIDEUPDATE2003.pdf)

#### **Question 3: Who picks my district's governing board?**

The Uniform District Election Law (Elections Code §10500, et seq.) controls most special districts' elections. Some independent special districts' governing boards are appointed. For example, see Health & Safety Code §9020, et seq. which requires county supervisors to appoint residents as a public cemetery district's board of trustees.

#### **Question 4: How can I find out who runs a special district?**

Government Code §53051 requires county clerks to keep the *Roster of Public Agencies*.

#### **Question 5: Can a special district tax me without my consent?**

*Property taxes.* California Constitution Article XIII A, §1 (a) (Proposition 13) limits the property tax rate to 1% and tells county officials to allocate the property tax revenues, following state law. Revenue & Taxation Code §95, et seq. tells county officials how to allocate property tax revenues to local governments, including special districts.

*Special taxes.* California Constitution Article XIII A, §4 (Proposition 13) and Article XIII C, §2 (a) & (d) (Proposition 218) require special districts to get 2/3-voter approval for special taxes. Government Code §50075, et seq. and Government Code §53720, et seq. (Proposition 62) spell out the statutory procedures for levying special taxes. Government Code §53727 tells special districts that they need specific statutory authority before they levy special taxes. State law gives special tax authority to many types of special districts. For example, Government Code §61121 allows community service districts to levy special taxes. The Senate Local Government Committee describes special districts' tax powers in *Revenues and Responsibilities: An Inventory of Local Tax Powers*.

[http://senweb03.senate.ca.gov/committee/standing/LOCAL\\_GOV/REVENUESANDRESPONSIBILITIES.pdf](http://senweb03.senate.ca.gov/committee/standing/LOCAL_GOV/REVENUESANDRESPONSIBILITIES.pdf)

*General obligation bonds.* California Constitution Article XIII A, §1 (b) and Revenue & Taxation Code §93 allow local officials, including special districts, to charge extraordinary property tax rates outside the usual 1% limit to pay for general obligation bonds. State law allows many special districts to levy general obligation bonds, but only if they get 2/3-voter approval. For example, Public Resources Code §5790, et seq. spells out the procedures that recreation and park districts must follow to issue general obligation bonds.

#### **Question 6: But what about special assessments? Aren't they just like special taxes?**

California Constitution Article XIII D (Proposition 218) contains the requirements for benefit assessments. Government Code §53750, et seq. contains the procedures for local weighted ballots. State law allows many special districts to charge benefit assessments. For example, Government Code §25216.3 allows county service areas to use benefit assessments.

#### **Question 7: What can I do if I don't like what my special district is doing?**

*Public meetings.* California Constitution Article I, §3 (b) guarantees public meetings. The Ralph M. Brown Act (Government Code §54950, et seq.) requires local governments' meetings to be open and public, with only limited exceptions. Government Code §53954.3 tells local officials that they must give the public an opportunity to speak at public meetings. However, disorderly conduct isn't acceptable (Government Code §54957.9).

*Direct democracy.* Elections Code §9300, et seq. spells out the procedures for initiatives that affect special districts. Elections Code §9340, et seq. explains the referendum process for special districts. Elections Code §11000, et seq. contains the procedures for special districts' recall elections.

#### **Question 8: Why do special districts seem so invisible?**

Government Code §6250, et seq. is the Public Records Act.  
Government Code §54950, et seq. is the Ralph M. Brown Act.  
Government Code §81000, et seq. is the Political Reform Act.

#### **Question 9: How can I trust my special district's leaders?**

The "public good" slogan appears above the west portal of the San Diego County Administration Center, 1600 Pacific Highway, San Diego. Government Code §53234, et seq. requires compen-

sated district board members and key district staff to take ethics training every two years. The training records are public records.

### **Question 10: How do I know if my special district is doing OK?**

The “good government” slogan appears above the east portal of the San Diego County Administration Center, 1600 Pacific Highway, San Diego.

*Budgets.* Many special districts’ principal acts require them to adopt annual budgets. For example, see Health & Safety Code §2070 for mosquito abatement and vector control districts.

*Regular audits.* Government Code §26909 requires county auditors to regularly audit special districts’ accounts and records.

*Financial reports.* Government Code §53890, et seq. requires special districts to annually report their financial transactions to the State Controller. Government Code §12463 requires the State Controller to compile and publish the special districts’ financial transactions reports. They’re available both as books and online: [http://www.sco.ca.gov/ard\\_locarep\\_districts.html](http://www.sco.ca.gov/ard_locarep_districts.html).

*Grand jury reports.* Penal Code §925 allows county grand juries to investigate special districts’ operations. Besides contacting your county grand jury to ask about recent reports, you can explore the collection assembled by UC Berkeley’s Institute for Governmental Studies: <http://cdm266301.cdmhost.com/cdm4/browse.php?CISOROOT=%2Fp266301coll6>.

*Special District Leadership Foundation.* The SDLF is a private nonprofit organization created by several special districts’ associations. More information is on its website: [www.sdlf.org](http://www.sdlf.org).

### **Question 11: What happens when things go bad?**

California Constitution Article I, §3 (a) declares the public’s right to “instruct their representatives.” Government Code §54954.3 tells local officials that they must give the public an opportunity to speak at public meetings, but disorderly conduct isn’t acceptable (Government Code §54957.9). The Political Reform Act (Government Code §81000, et seq.) prohibits public officials from having economic conflicts of interest. The Fair Political Practices Commission’s webpage explains how to file complaints: [www.fppc.ca.gov/index.php?id=498](http://www.fppc.ca.gov/index.php?id=498). Government Code §26500, et seq. explains that your county’s district attorney is the public prosecutor. Penal Code §925 allows your county grand jury to investigate special districts.

### Sources & Credits

The following publications helped the Committee's staff prepare this Fourth Edition:

Commission on Local Governance for the 21st Century. *Growth Within Bounds*. Sacramento, California. 2000.

Senate Local Government Committee. *What's So Special About Special Districts?* First Edition (1991); Second Edition (1993), Third Edition (2002). Sacramento, California.

Sokolow, Alvin D., et al. *Choices for the Unincorporated Community: A Guide to Local Government Alternatives in California*. 2<sup>nd</sup> ed. Davis, California. 1981.

State Controller. *1977-78 Annual Report, Financial Transactions Concerning Special Districts of California*. Sacramento, California. 1978.

State Controller. *Special Districts Annual Report, Fiscal Year 2006-07*. Sacramento, California. 2008.

State Controller. *Special Districts Annual Report, Fiscal Year 2007-08*. Sacramento, California. 2010.



The Senate Local Government Committee first published *What's So Special About Special Districts?* in 1991, the result of a Senate Fellow project by April Manatt. After joining the Committee's staff, Manatt produced a Second Edition in 1993. In 2002, Kimia Mizany, another Senate Fellow, wrote the Third Edition. In 2010, the Committee's staff published this Fourth Edition. Peter Detwiler revised the text and Elvia Diaz produced the report. The Fourth Edition benefited from critical reviews by and helpful contributions from:

- David Aranda, North of the River Municipal Water District
- Dewey Ausmus, California Association of Public Cemeteries
- Bob Braitman, Braitman & Associates
- Bill Chiat, California Association of Local Agency Formation Commissions
- Ron Davis, Association of California Water Agencies
- Ralph Heim, Public Policy Advocates
- Iris Herrera, California Special Districts Association
- Katie Kolitsos, Assembly Local Government Committee
- Sashi Lal, Special Districts Reporting Section, State Controller's Office
- April Manatt, April Manatt Consulting
- Geoffrey Neill, California State Association of Counties
- Catherine Smith, California Association of Sanitation Agencies
- Brian Weinberger, Senate Local Government Committee

[Home](#)[Bill Information](#)[California Law](#)[Publications](#)[Other Resources](#)[My Subscriptions](#)[My Favorites](#)**SB-1685 Regional comprehensive plan: San Diego County.** (2007-2008)

SHARE THIS:

**Senate Bill No. 1685****CHAPTER 83**

An act to amend Sections 132304, 132320, 132322, 132324, 132328, 132330, 132332, and 132334 of, to amend the heading of Article 6 (commencing with Section 132320) of Chapter 2 of Division 12.7 of, and to add Sections 132321 and 132360.6 to, the Public Utilities Code, relating to planning.

[ Approved by Governor July 08, 2008. Filed with Secretary of State July 08, 2008. ]

**LEGISLATIVE COUNSEL'S DIGEST**

SB 1685, Kehoe. Regional comprehensive plan: San Diego County.

The San Diego Regional Transportation Consolidation Act provides for the consolidation of certain transportation responsibilities in a single consolidated agency, as specified. Existing law requires the consolidated agency to prepare and adopt a regional comprehensive plan that integrates land uses, transportation systems, infrastructure needs, and public investment strategies within a regional framework and in cooperation with member agencies and the public. Existing law authorizes the consolidated agency, acting as the San Diego County Regional Transportation Commission, to impose up to a 1% retail transactions and use tax, subject to voter approval, for various purposes, and to expand the use of tax revenues to certain transportation, natural habitat and open space, watershed management, and stormwater conveyance systems.

This bill would revise and expand the purposes for which revenues from the tax could be used to provide for implementation of the regional comprehensive plan, water quality improvement, beach sand replenishment projects, and various other projects and purposes. The bill would authorize the consolidated agency to transfer environmental mitigation or conservation property to a public agency or nonprofit corporation for management and monitoring, and would authorize the awarding of grants in that regard, subject to various auditing, reversion, and other related conditions. The bill would authorize the consolidated agency to increase the tax rate up to the maximum tax rate authorized under existing law, subject to voter approval. The bill would also provide for a transactions and use tax ordinance adopted under these provisions to become operative on the first day of the calendar quarter commencing more than 110 days, rather than 120 days, after adoption of the ordinance. The bill would enact other related provisions.

Vote: majority Appropriation: no Fiscal Committee: no Local Program: no

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

**SECTION 1.** The Legislature finds and declares all of the following:

(a) The regional comprehensive plan proposed by the consolidated agency pursuant to the San Diego Regional Transportation Consolidation Act is intended to preserve and improve the quality of life in the San Diego region, to maximize mobility and transportation choices, and to conserve and protect natural resources.



(b) Alternative methods of funding and financing proposed infrastructure areas identified in the regional comprehensive plan prepared pursuant to Article 6.5 (commencing with Section 132360) of Chapter 3 of Division 12.7 of the Public Utilities Code are necessary in order to implement the plan, and to increase economic opportunities, contribute to economic development, conserve and protect the environment, and promote social equity within the San Diego region.

(c) Any extension, expansion, or increase of the transactions and use tax as a result of the amendments to Section 132320 of the Public Utilities Code made pursuant to this act shall apply prospectively to transactions and use taxes approved by the voters on or after January 1, 2009.

**SEC. 2.** Section 132304 of the Public Utilities Code is amended to read:

**132304.** (a) Any transactions and use tax ordinance adopted pursuant to this article shall be operative on the first day of the first calendar quarter commencing more than 110 days after adoption of the ordinance.

(b) Prior to the operative date of the ordinance, the commission shall contract with the State Board of Equalization to perform all functions incident to the administration and operation of the ordinance.

**SEC. 3.** The heading of Article 6 (commencing with Section 132320) of Chapter 2 of Division 12.7 of the Public Utilities Code is amended to read:

**Article 6. Extension, Expansion, or Increase of Transactions and Use Tax**

**SEC. 4.** Section 132320 of the Public Utilities Code is amended to read:

**132320.** For the purposes of this article, the following terms have the following meanings:

(a) To "expand" the transactions and use tax means to expand the purposes for which the revenue derived from the tax may be expended to include covering the costs of implementation of the regional comprehensive plan as referenced in Article 6.5 (commencing with Section 132360). These projects shall be limited to mitigation of impacts related to growth, maximizing the efficiency of regional transportation and transit systems, and funding of regional projects that integrate land uses, transportation systems, infrastructure needs, and public investment strategies, within a regional framework. Projects shall be limited to any or all of the following:

(1) Acquisition, management, maintenance, and monitoring of natural habitat and open space, and other projects that implement protection and preservation programs consistent with adopted natural community conservation plans and habitat conservation plans.

(2) Development and implementation of watershed management.

(3) Construction, repair, replacement, and maintenance of stormwater management and conveyance systems, and water quality improvement programs or projects.

(4) Construction, acquisition, maintenance, monitoring, and operation of beach sand replenishment projects.

(5) Funding of operations and maintenance costs for public transit projects that maximize mobility and transportation choices.

(b) To "extend" the transactions and use tax means to extend the imposition of the tax beyond any term stated in the tax ordinance originally imposing the tax.

(c) To "increase" the transactions and use tax means to increase the tax rate or the maximum tax rate authorized in the tax ordinance originally imposing the tax to an amount that does not exceed the maximum tax rate authorized under Section 132307.

(d) The term "property" with regard to real property may include severable appurtenant real property rights such as easements, permits, and leases.

(e) The "purposes" for which revenue derived from the transactions and use tax may be expended, in addition to the other purposes listed in this article and in Article 5 (commencing with Section 132300), include funding one or more grants to provide funding mechanisms for purchases of property or long-term management and monitoring of projects authorized by this section. Recipients of those grants shall be required to meet the applicable conditions of Section 132321.

**SEC. 5.** Section 132321 is added to the Public Utilities Code, to read:

**132321.** (a) The commission may, upon terms, standards, and conditions approved by the commission, transfer environmental mitigation or conservation property to a public agency or to a nonprofit corporation that is qualified pursuant to Section 501(c)(3) of the Internal Revenue Code.

(1) As a condition to the transfer of property pursuant to this subdivision, the commission may enter into an agreement with the transferee to provide funding for the future maintenance and monitoring of the property consistent with any permit conditions and mitigation requirements imposed by state or federal law or conditions imposed by a state or federal agency. In determining the amount of the funding provided, the commission shall consider the costs of maintaining and monitoring the property and shall offset from the amount of those costs any benefit or value received by the transferee or the commission as a result of the transfer.

(2) The transferee to which the commission transfers the property shall assume the long-term responsibility for the future maintenance and monitoring of the property.

(3) (A) If the transferee fails to maintain and monitor the property in the manner required by law, by a permit, or as described in paragraph (1), or if the transferee is a nonprofit corporation that ceases to exist, the property shall automatically revert to the commission.

(B) If the property reverts to the commission pursuant to this paragraph, any remaining funds from the original transfer pursuant to paragraph (1) shall also revert to the commission.

(C) Any costs, including legal costs, associated with reversion of the property and funds pursuant to this paragraph shall be the responsibility of the transferee.

(4) Any documents conveying property in accordance with this section shall include a restriction limiting the use of the property solely for conservation purposes or environmental mitigation purposes in accordance with the conditions specified in paragraph (1).

(5) Documents conveying property in accordance with this section and documents related to a transfer or assignment of property under this section shall be filed with the county recorder's office in the county in which the property is located.

(6) The transferee shall not do any of the following:

(A) Transfer or assign the property to another entity without approval from the commission and compliance with this section.

(B) Transfer or use the property for any purpose other than as required by the agreement described in paragraph (1), and any relevant permit conditions and mitigation requirements.

(C) Subdivide the property.

(D) Secure loans or liens against the property.

(7) The commission shall conduct, or cause to be conducted, an audit of the performance of the transferee at least once every five years to ensure that the transferee is meeting its obligations pursuant to the terms of the agreement described in paragraph (1).

(b) The commission may, upon terms, standards, and conditions approved by the commission, award one or more grants to provide a funding mechanism for long-term management and monitoring of projects authorized by Section 132320 to a public agency or to a nonprofit corporation that is qualified pursuant to Section 501(c)(3) of the Internal Revenue Code. As a condition to the award of a grant pursuant to this subdivision, the commission may enter into an agreement with the grantee that contains the following terms:

(1) The grantee shall maintain accurate books, records, and accounts of all of its dealings, which shall be subject to an annual financial audit by an independent auditing firm approved by the commission. The grantee shall pay for the annual audit and provide a copy of the audit results to the commission. The commission shall determine whether the grant fund expenditures are consistent with the terms of the agreement described in this subdivision. In addition, the commission may conduct or cause to be conducted a fiscal and compliance audit of the grantee.

(2) The commission shall conduct, or cause to be conducted, an audit of the performance of the grantee at least once every five years to ensure that the grantee is meeting its obligations pursuant to the terms of the agreement described in this subdivision.

(3) (A) If the grantee fails to perform its management or monitoring responsibilities in the manner required by law and in the manner required by the agreement described in this subdivision, or if a grantee that is a nonprofit corporation ceases to exist, any remaining funds derived from the grant pursuant to this subdivision shall revert to the commission.

(B) Any costs, including legal costs, associated with reversion of funds to the commission pursuant to this paragraph shall be the responsibility of the grantee.

**SEC. 6.** Section 132322 of the Public Utilities Code is amended to read:

**132322.** (a) An ordinance expanding, extending, or increasing the retail transactions and use tax imposed under this chapter shall be imposed by the commission and shall be applicable in the incorporated and unincorporated territory of the county, if the constitutionally required percentage of the electors voting on the measure vote to approve its imposition at a special election called for that purpose by the commission. The ordinance shall take effect on the day immediately following the day of the election at which the proposition is adopted.

(b) If at any time the voters do not approve the imposition of the expansion, extension, or increase of the transactions and use tax, the commission may, at any time thereafter, submit the same, or a different, measure to the voters in accordance with this article.

**SEC. 7.** Section 132324 of the Public Utilities Code is amended to read:

**132324.** (a) In the ordinance, the commission shall state the nature of the tax to be imposed, the tax rate or the maximum tax rate, and the purposes for which the revenue derived from the tax will be used. In connection with the extension or expansion of the tax, the tax rate or the maximum tax rate may be increased from the tax rate or the maximum tax rate in effect at that time.

(b) If the tax is extended, the ordinance shall set forth the new term during which the tax will be imposed.

(c) If the tax is expanded, the ordinance shall contain an expenditure plan that includes the allocation of revenues for the expanded purposes.

**SEC. 8.** Section 132328 of the Public Utilities Code is amended to read:

**132328.** (a) Any ordinance extending or expanding, or both, the transactions and use tax shall be operative on the day immediately following the day of the election at which the proposition is adopted. Any increase in the tax rate or the maximum tax rate authorized by the ordinance shall be operative in accordance with Section 132304.

(b) If the ordinance expands, extends, or increases the transactions and use tax, the commission shall contract with the State Board of Equalization to perform all functions incident to the administration and operation of the ordinance.

**SEC. 9.** Section 132330 of the Public Utilities Code is amended to read:

**132330.** Any action or proceeding wherein the validity of the adoption of the extension, expansion, or increase of the retail transactions and use tax, or the issuance of any bonds thereunder, or any of the proceedings in relation thereto is contested, questioned, or denied, shall be commenced within 60 days from the date of the election at which the ordinance is approved; otherwise, the bonds and all proceedings in relation thereto, including the adoption and approval of the ordinance and the levy and collection of the retail transactions and use tax, shall be held to be valid and in every respect legal and incontestable.

**SEC. 10.** Section 132332 of the Public Utilities Code is amended to read:

**132332.** The commission has no power to extend, expand, or increase any tax other than the transactions and use tax extended, expanded, or increased upon approval of the voters in accordance with this chapter.

**SEC. 11.** Section 132334 of the Public Utilities Code is amended to read:

**132334.** All provisions of Article 5 (commencing with Section 132300) relating to allocation of revenues, tax rates, and bonds apply to the expanded, extended, or increased transactions and use tax, except that the revenues

derived from the expanded or increased tax may be used for the additional purposes described in subdivision (a) of Section 132320.

**SEC. 12.** Section 132360.6 is added to the Public Utilities Code, to read:

**132360.6.** The consolidated agency may use the authority for the retail transactions and use tax provided under Sections 132301 and 132302 to fund and finance infrastructure needs identified in the regional comprehensive plan developed in accordance with this article. Development of the proposal and expenditure plan shall be conducted using a public collaborative planning process that is consistent with Section 132360.1.

# TransNet FACT SHEET



The region's window to in-depth information on the TransNet program, [KeepSanDiegoMoving.com](http://KeepSanDiegoMoving.com) includes project descriptions, construction schedules, public meeting notices, maps, and news releases.



The TransNet Dashboard, an interactive, online reporting tool, provides the public with timely information about how TransNet tax dollars are spent. This web-based tool is a key element of [KeepSanDiegoMoving.com](http://KeepSanDiegoMoving.com).



401 B Street, Suite 800  
San Diego, CA 92101  
(619) 699-1900  
Fax (619) 699-1905  
[sandag.org](http://sandag.org)



SANDAGregion



@SANDAG



SANDAGregion



SANDAGregion

## Overview

Over the past three decades, the regional TransNet half-cent sales tax for transportation has funded completion of more than 650 highway, transit, bike and pedestrian, habitat conservation, local street repairs, and grant projects and programs throughout San Diego County.

As the administrator of the TransNet program, SANDAG to date has leveraged \$3.5 billion in sales tax revenues with more than \$10.6 billion in local, state, and federal dollars to deliver projects totaling more than \$14.1 billion. Learn more and see photos of these projects on the interactive TransNet story map at [KeepSanDiegoMoving.com/TransNet](http://KeepSanDiegoMoving.com/TransNet). See reverse for a screenshot of the story map.

## History of TransNet

In 1987, San Diego County voters recognized the challenge to keep the San Diego region's residents, visitors, and commerce on the move, and they approved TransNet.

That initial 20-year TransNet program generated approximately \$3.3 billion between 1988 and 2008. SANDAG distributed the money in equal thirds among transit, highway, and local road projects. In addition, \$1 million was earmarked annually for bike paths and facilities. The program also funded seven innovative Walkable Community Demonstration Projects in Encinitas, San Marcos, Oceanside, El Cajon, and the communities of North Park, Golden Hill, and Clairemont in the City of San Diego.

## TransNet Extension

In November 2004, more than two thirds of voters countywide approved a 40-year extension of TransNet to 2048. The extension is expected to generate more than \$18.8 billion for transportation improvements, with the funds allocated for transit expansion, highway projects, local roads, and other new programs.

The extension funds major highway expansion projects along interstates 5, 8, 15, and 805, as well as state routes 52, 54, 56, 67, 76, 78, 94, 125, 905, and numerous local road projects. In addition, it supports the operation of a robust public transportation system, including new Rapid transit services and carpool/Express Lanes along major transportation corridors.

The TransNet extension has more features than the original TransNet program:

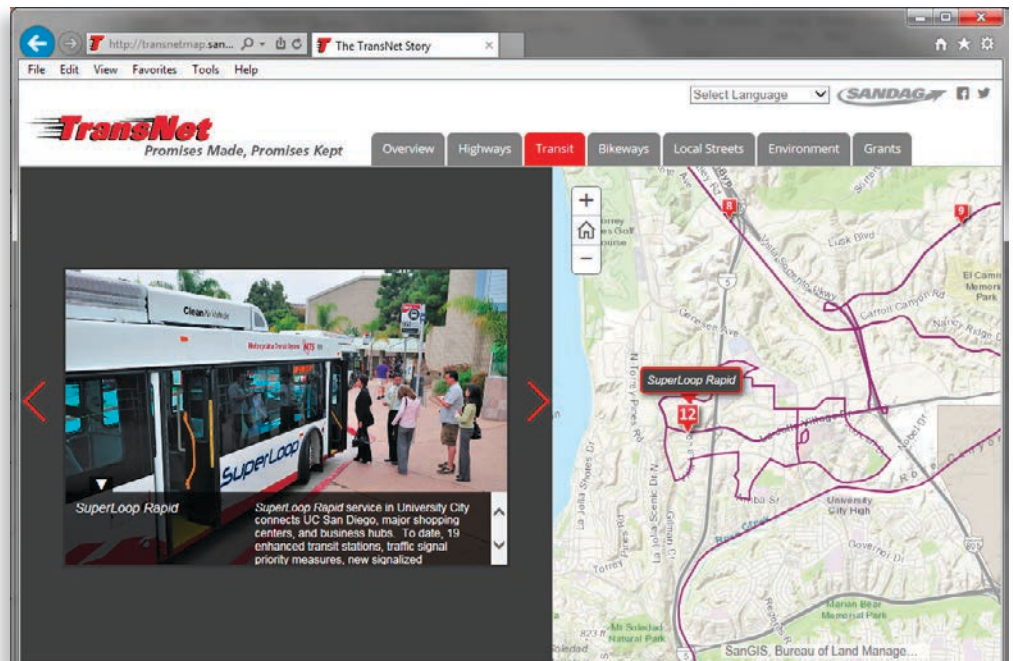
- » An innovative \$850 million Environmental Mitigation Program to offset the impacts of future transportation improvements while at the same time reducing overall costs and accelerating project delivery
- » A \$280 million smart growth incentive fund
- » Approximately \$5 million of available funds each year are set aside for bike paths and facilities, pedestrian improvements, neighborhood safety projects, and the Regional Bike Plan Early Action Program
- » Creation of the Independent Taxpayer Oversight Committee to monitor expenditure of TransNet funds to ensure transparency and accountability

(Continued on reverse)

The *TransNet* story map on [KeepSanDiegoMoving.com/TransNet](http://KeepSanDiegoMoving.com/TransNet) allows you to take a virtual tour of projects and programs funded by the regional half-cent sales tax for transportation.

#### **TransNet Program Successes:**

- » San Diego Trolley extended to Santee, Old Town, and through Mission Valley to San Diego State University and La Mesa
- » COASTER commuter rail service opened between Oceanside and San Diego
- » State Route 125 completed from Spring Valley to Santee
- » South Bay and East County communities connected via major expansion of State Route 54 and the acquisition of South Bay Expressway
- » State Route 56 completed, linked I-15 to I-5
- » State Route 78 widened to six lanes and many interchanges upgraded
- » The 20-mile I-15 Express Lanes completed between Escondido and San Diego
- » SPRINTER light rail opened between Oceanside and Escondido
- » State Route 52 extended from I-15 to Santee
- » State Route 76 widened through Fallbrook
- » I-805 South HOV Express Lanes and new Direct Access Ramp at Palomar Street
- » I-805 North HOV Express Lanes and new Direct Access Ramp at Carroll Canyon Road
- » Sweeping overhaul of the San Diego Trolley Blue and Orange lines, including station enhancements to improve efficient and reliable service
- » Introduction of *Rapid* transit service along I-15 into Downtown, through Mid-City from SDSU to Downtown and in the University City/Golden Triangle area
- » Border Improvements: Freeway connectors that link state routes 905/125/11



#### **The TransNet Major Corridor Program**

With the goal of efficiently using *TransNet* extension funds, SANDAG created the Early Action Program to expedite congestion relief. The program focused on jumpstarting construction of the region's top priority transportation infrastructure projects.

In September 2013, the SANDAG Board of Directors approved \$200 million to implement the Regional Bike Plan Early Action Program (EAP). The Bike EAP comprises 42 projects totaling about 77 miles of new bikeways spread throughout San Diego County, from San Ysidro and Imperial Beach to Vista and Oceanside, from inland urban cores to scenic coastal communities.

#### **KeepSanDiegoMoving/GObYBIKE**

In summer 2017, the Board of Directors initiated a Ten-Year Comprehensive Review of all *TransNet* projects and programs to evaluate and improve performance of the overall program. In a two-step process, the first step, a "look-back" assessed the performance of the overall *TransNet* program to date.

View the *TransNet* Extension Ordinance: **10-Year Look-Back report**, which was presented to the Board on January 26, 2018.

The "look-forward" portion of the review, which will consider potential revisions to the Expenditure Plan and other provisions of the Ordinance to improve performance of the *TransNet* Program going forward, will be completed in early Fiscal Year 2019, concurrent with the development of San Diego Forward: The 2019-2050 Regional Plan.

#### **TransNet Dollars Keep San Diego Moving**

*TransNet* is a success story. *TransNet* dollars leveraged with state and federal funds have helped pay for upgrades to the region's highways, including the 20-mile I-15 Express Lanes; extensions of the San Diego Trolley and COASTER commuter rail lines; acquisition of more than 8,600 acres for habitat conservation in the San Diego region; discounted transit passes for disabled people, seniors, and students; a \$2.1 billion effort underway to extend the Trolley from Downtown San Diego to the University City community; more than 800 local roads projects; and bike and pedestrian improvements, such as the Bayshore Bikeway and I-15 Commuter Bike Facility. For additional information and documents, visit [sandag.org/TransNet](http://sandag.org/TransNet).