

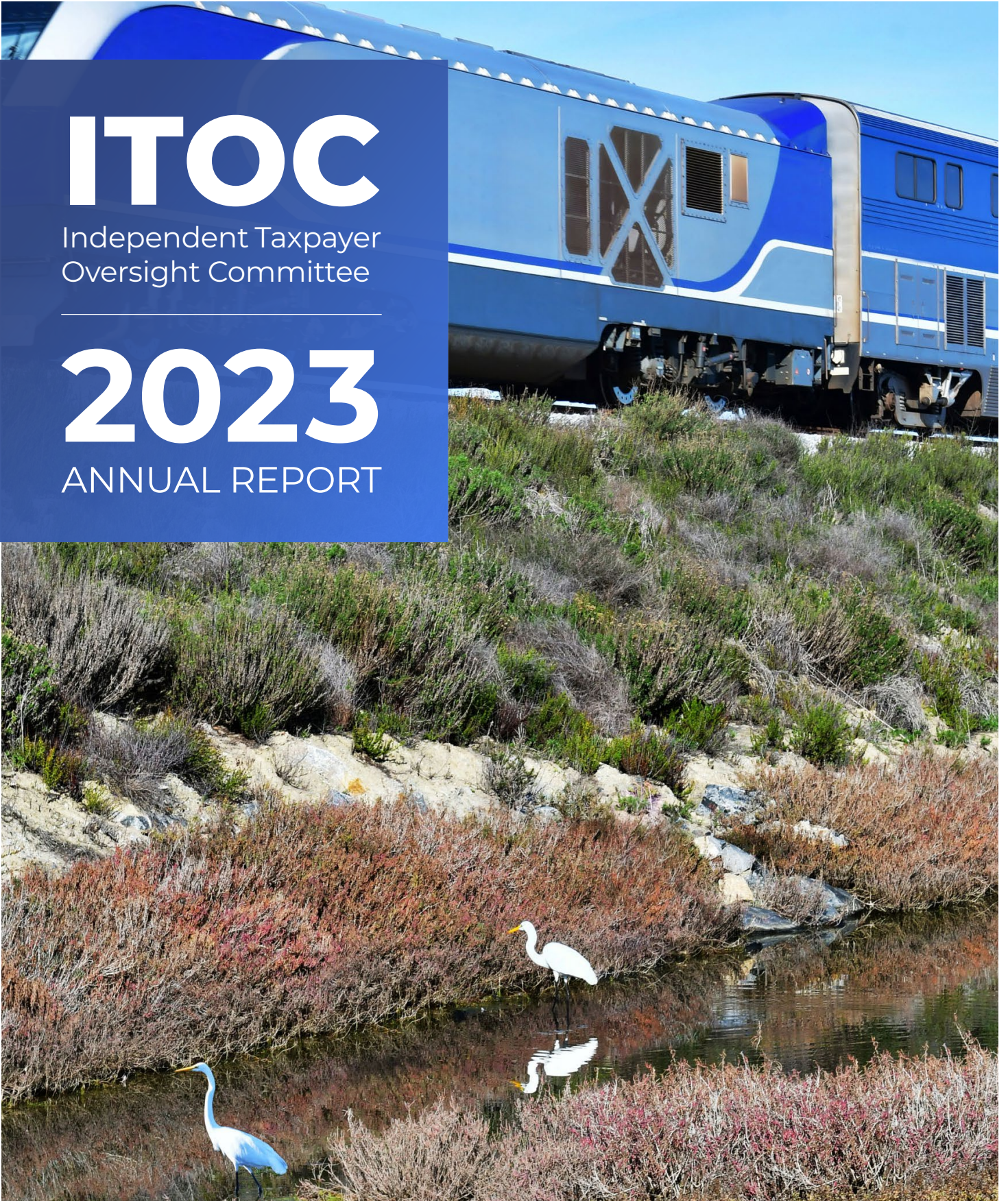
**SANDAG**

# ITOC

Independent Taxpayer  
Oversight Committee

# 2023

ANNUAL REPORT



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## ITOC Members\*

**JONATHAN FRANKEL**  
Chair, Real Estate/Land Economics  
Term ends May 2024

**PEDRO ORSO-DELGADO**  
Vice Chair, Construction Project  
Management  
Term ends May 2025

**LORRAINE AHLQUIST**  
Biology/Environmental Science  
Term ends May 2027

**MARYAM BABAKI**  
Municipal/Public Finance  
Term ends May 2027

**LES HOPPER**  
Engineer/Transportation  
Term ends May 2024

**SUNNIE HOUSE**  
CEO, Private Sector  
Term ends May 2025

**TRACY DRAGER**  
San Diego County Auditor  
(non-voting member)

*\*According to the ITOC Bylaws, members of the ITOC are required to attend at least 50% of the regular ITOC meetings, not including special meetings or subcommittee meetings, in one calendar year. All ITOC members have met the established standard for attendance for calendar year 2022. In addition, all members participate in subcommittees established to focus on ITOC activities such as triennial performance audits, annual fiscal and compliance audits, state of the commute reports, and ITOC goals, among others.*

## Letter from the Chair

Our mission is to ensure accountability and transparency in TransNet projects – to be stewards of valuable public tax dollars. As we conclude Fiscal Year 2023 and look forward to the future, this remains foremost in our minds.

This past year we have worked hard to develop the scope of our next Triennial Performance Audit, or TPA, the primary instrument we use to ensure the proper and transparent use of tax dollars for TransNet, the San Diego region's half-cent sales tax for transportation improvements.

The 2025 Regional Transportation Plan, under development now by the San Diego Association of Governments (SANDAG), will advance the 2021 Regional Plan and inform what our next TPA looks like because it will shape future TransNet priorities.

As we prepare for our next TPA, we are also looking at fundamental changes to the makeup of the Independent Taxpayer Oversight Committee (ITOC). Discussions are ongoing about how to add new expertise to our oversight committee and make it more reflective of our larger community – because everyone should have a voice in how our transportation future unfolds. In this regard, we are currently discussing broadening ITOC membership by two members. We are exploring the idea of adding a representative of emerging transportation technologies, which are playing such a big role in our evolving transportation system. We've also discussed adding a member who represents a regular user of our regional transportation system – because no one knows better how well our regional transportation system works than someone who uses it every day. In the coming year, ITOC's members will continue discussing how to move forward with this expansion of its membership.

This Annual Report reviews our accomplishments of the past fiscal year, while keeping an eye on the future. In the following pages you will find a review of progress on goals that the ITOC and SANDAG set in FY 2022. These include increasing communication with the transit agencies, municipalities, and other recipients of TransNet funds; working with SANDAG to follow through on TPA recommendations; and increasing the diversity of ITOC members – as I mentioned above.

Following this discussion of goals is our review of ITOC progress on Triennial Performance Review recommendations.

Next, you will find our annual reports of fiscal and compliance audit results, as well as our annual presentation of TransNet funding highlights.

Last, this Annual Report features some of the concrete accomplishments of the TransNet Program, in partnership with SANDAG and its many stakeholders. Part of ITOC's role is to show the public what its tax dollars are producing, and this Annual Report highlights progress on numerous projects around the region, including the Otay Mesa East Port of Entry, the Central Mobility Hub, stabilizing coastal bluffs in Del Mar for the LOSSAN rail corridor, and other initiatives. Also reviewed are key initiatives such as Digital Equity and the Regional Bike network, and grants and local transportation funding for environmental mitigation, promoting active transportation, and other efforts.

As the Regional Plan's vision for our transportation future evolves, taxpayers deserve to be kept informed on how tax funds are being spent. We at the Independent Taxpayer Oversight Committee will be there to ensure that public funds are spent wisely, and that projects progress on time and within budget. In the end, we play a vital role in helping to realize our collective vision for transportation and personal mobility.

Best Regards,  
Jonathan Frankel, ITOC Chair

# New ITOC Goals for FY 2023/24

The ITOC and SANDAG are pursuing goals to improve communication, transparency, and accountability for the general public and TransNet's many other stakeholders. Below is a review of four goals and progress to date adopted by the ITOC. To track more recent updates, please go online at [SANDAG.org/itoc](https://www.sandag.org/itoc).

## ITOC Goals for FY 2023

#1

Invite transit agencies, municipalities, and other recipients of TransNet funds to attend and highlight their TransNet program successes and/or challenges in delivering TransNet-funded projects at ITOC meetings. The goal is for at least one presentation per quarter in FY 2023.

### Progress

The cities of Chula Vista and San Diego, as well as SANDAG staff, have made presentations to ITOC on local transportation projects funded with TransNet proceeds. Other agencies, including Caltrans, have also been invited to present to the ITOC.

#2

Enhance effectiveness and impact of ITOC in achieving its mission to ensure voter mandates are carried out and develop recommendations for improvements to the financial integrity and performance of the program.

### Progress

The ITOC Subcommittee to Consider TransNet Ordinance Amendments drafted potential amendments to the TransNet Extension Ordinance related to ITOC membership and the selection process. Draft amendments were presented to the SANDAG Board of Directors for first and second readings in January 2023. However, the motion did not reach the required vote. Discussion on next steps has continued within the ITOC.

## SANDAG Goals for ITOC

#1

Consider how the TransNet program is supporting the 2021 Regional Plan priorities and policies.

### Progress

A Subcommittee of the Mobility Working Group has been formed to discuss amendments to the TransNet Extension Ordinance. The subcommittee has met several times and discussed various topics, including Transit Operations and Transit Operator Eligibility; Bicycle, Pedestrian, and Neighborhood Safety; the Local Streets and Road Program; and Dig Smart. Other topics are to be discussed in the future, continuing the effort to better align the TransNet program with the Regional Plan.

#2

Work closely with ITOC to develop and implement streamlining measures to enhance communication practices that continue increasing transparency and accountability, and simplify information provided to make it more digestible for ITOC members and the public.

### Progress

SANDAG staff has been working with the ITOC to improve communication practices and efficiency of the ITOC and its subcommittee meetings. As a result, the number of ITOC subcommittees was reduced, and reporting in meetings was made more streamlined and time efficient. The result has been that meetings and meeting records are now more accessible, and digestible, for the public.

# Draft Scope of Work for the FY 2024 Triennial Performance Audit

On July 1, 2023, the ITOC began conducting its sixth Triennial Performance Audit (TPA). Mandated by the TransNet Extension Ordinance, the TPA helps ensure that all voter mandates are carried out, and it develops recommendations to improve the program's financial integrity and performance.

The TPA evaluates the performance of SANDAG and other agencies involved in implementing TransNet-funded projects and programs. These agencies include Caltrans, San Diego Metropolitan Transit System (MTS), North County Transit District (NCTD), and a representative sample of consultants used by these transportation agencies. The TPA also examines the performance of the ITOC, the County of San Diego, the City of San Diego, and, as needed, a representative sample of the other 17 Cities of the San Diego region and key stakeholder groups. Interviews may be conducted with third parties, including subject matter experts, peers from similar agencies, and members of citizen advisory groups, to provide further insights into best practices.

The TPA reviews project delivery, cost control, schedule adherence, and related activities. It considers changes to contracting, construction, permitting, and related processes that could improve the efficiency and effectiveness of TransNet spending.

## What does the TPA do?

Make recommendations for improving the efficiency and effectiveness of expenditures under the TransNet Extension Ordinance

## Who conducts the audit?

- The ITOC
- Independent Performance Auditing firm under the direction of the ITOC

## What time period will the audit review?

The three-year period between July 1, 2020 and June 30, 2023

## When will the Sixth TPA be completed?

June 30, 2024



## The FY 2024 TPA will tentatively focus on 10 objectives\*

<b>Objective 1</b>	Review progress on TransNet projects, the 2021 Regional Transportation Plan, and the 5 Big Moves including proposed Ordinance amendments and timing.
<b>Objective 2</b>	Measure the impacts of SB 375 on project prioritization and consistency with the TransNet Extension Ordinance.
<b>Objective 3</b>	Evaluate the effect of Board governance and the use of AB 805 on TransNet and project delivery.
<b>Objective 4</b>	Assess status of funding (shortages, use of state and federal money, etc.), use of cost escalation methodology, and SANDAG administration costs.
<b>Objective 5</b>	Review project delivery performance data for design, construction, permitting and other procedures.
<b>Objective 6</b>	Evaluate methodology for recording metrics and outcome measurements.
<b>Objective 7</b>	Identify process changes in contracting, construction, permitting, and other procedures that could improve the efficiency and effectiveness of the TransNet program as applicable within the areas identified by the ITOC.
<b>Objective 8</b>	Track progress of the Smart Growth Incentive Program.
<b>Objective 9</b>	Assess the status of implementation of the recommendations from the fifth Triennial Performance Audit, in addition to any outstanding recommendations from previous audits, and the effectiveness of these prior recommendations.
<b>Objective 10</b>	Evaluate the efficiency and effectiveness of the ITOC, including adherence to its bylaws.

## What will the completed audit deliver?

1. Entrance and exit conferences.
2. A listing of interviewees, a schedule, and summaries of interviews and site visits.
3. A proposed Work Plan, including a proposed audit methodology.
4. Memorandums summarizing items reviewed and key issues identified.
5. Draft and final reports in accordance with TransNet Extension Ordinance requirements.
6. Draft and final presentations at Board, Policy Advisory, and/or ITOC meetings, as necessary.
7. A memorandum that specifies recommendations for potential analysis, and also for increasing the efficiency of future performance audits.

## Points of contact for the audit and coordinating the effort

- Each Agency reviewed will have a point of contact.
- Consistent with policy set by the SANDAG Board of Directors, it will be a goal not to duplicate efforts between any audits undertaken by the agency's Office of the Independent Performance Auditor (OIPA), and the Triennial Performance Audit undertaken by the ITOC.

## The Sixth TPA, and future audits

The last five TPAs conducted broad-sweeping reviews of all TransNet areas. The Sixth Triennial Performance Audit will focus on fewer areas, which will allow for deeper analyses of the ones chosen. Future audits will look further into subjects not covered by the 2024 TPA, including those pertinent to the upcoming 2025 Regional Plan.

\* This is a draft scope of work for the upcoming 2024 TPA and is subject to the ITOC's final determination.

# Triennial Performance Audits Progress (FY 2021 and FY 2018)

The Independent Taxpayer Oversight Committee (ITOC) provides an increased level of accountability for expenditures made under the TransNet Extension Ordinance. In addition to conducting independent annual fiscal and compliance audits, the ITOC also conducts Triennial Performance Audits (TPAs) of SANDAG and partner agencies involved in the implementation of TransNet-funded projects and programs in order to provide recommendations for improvement. The most recent Triennial Performance Audits were conducted in FY 2018 and FY 2021, and the next TPA is scheduled for FY 2024.

## FY 2021 TPA Implementation Status

Over the last year, SANDAG has completed several audit recommendations including a critical and high priority recommendation. These include:

- Creating a **TransNet Dashboard on the new SANDAG website**, which has improved transparency on the progress and accomplishments of TransNet Projects.
- Incorporating SANDAG conflict-of-interest policy clarifications in the ITOC member recruiting materials, which will be used for future recruiting.

Progress updates are brought quarterly to the ITOC, **Item 7** at the April 12 meeting being the most recent.

● **Implemented**   ● **In progress**   ○ **Upcoming**

### Major Corridor Capital Construction

*With only 17 years of the 40-Year TransNet Extension Ordinance timeframe elapsed, SANDAG has completed many projects. However, delivery of remaining future projects depends on 2021 Regional Transportation Plan adoption.*

- Identify whether the remaining TransNet Extension Ordinance projects will be part of the 2021 Regional Transportation Plan (Summer 2023).
- Develop crosswalks to compare planned major corridor projects outlined in the TransNet Extension Ordinance with current improvement implementation status (Summer 2023).

### Finance

*Through renewed focus on improving revenue forecasts and expenditure models over the past few years, SANDAG identified a funding shortfall for the TransNet Extension Ordinance Major Corridor Program that needs to be addressed.*

- Develop a formal process to address identified issues during annual Plan of Finance updates (Summer 2023).
- Develop a risk-based approach for QA/QC testing to strengthen documentation of employed QA/QC activities and their results (Summer 2023).
- Enhance organization of Peer Review Process supporting documents to better link plans, actions taken, and how issues were addressed (Summer 2023).
- Describe to the Board the QA/QC sampling methodology, limitations of the data, and associated cost-benefits or risks of the approach (Summer 2023).
- Continue efforts to formalize and implement a mature system of QA/QC policies and procedures (Summer 2023).

### Compliance, Transparency, and Accountability

*SANDAG demonstrated its commitment to compliance with TransNet Extension Ordinance provisions and focused efforts toward continued improvement, but it could further incorporate certain leading practices to better demonstrate its accountability to taxpayers.*

- Report on actual progress and accomplishments on project scope, cost, schedule and outcomes periodically and on a regular basis (Spring 2022).
- Demonstrate compliance with the TransNet Extension Ordinance by identifying, tracking, and reporting on various requirements and provisions (Spring 2024).
- Implement shorter-term performance reporting while waiting on Transportation Performance Management Framework (Spring 2024).
- Create summarized graphics to indicate TransNet Extension Ordinance status based on data in the quarterly reports (Spring 2024).

### AB 805 Impacts

*Assembly Bill 805 affected the composition of the SANDAG Board and its voting structure. The weighted voting changes, however, did not significantly impact the delivery of TransNet Extension Ordinance programs and projects.*

No recommendations for this chapter.

## Safety

*With safety as a stated TransNet Extension Ordinance goal, SANDAG conducted regional safety planning efforts, and bicycle and pedestrian safety improved in San Diego County over the past few years.*

- ◐ Consider identifying a regional safety planning coordinator to synchronize safety efforts of the region (Summer 2023).
- ◐ Prepare a regional safety plan to address regional trends, road conditions, and driving behaviors (Summer 2024).
- ◐ Consider ways to encourage emergency planning and response entities to include SANDAG in discussions and local plans related to emergency capacity (ongoing).

## Bike Early Action Program

*The Bike Early Action Program (EAP) experienced significant delays that will likely impact its 2024 completion target and may require changes to future Regional Bikeway Program projects.*

- ◐ Estimate the quantifiable impact of permit delays on the overall Regional Bikeway Program (Summer 2023).
- ◐ Work with the Board to rectify critical Bike EAP project permit issues (ongoing).
- ◐ Develop a crosswalk that compares planned Bike EAP projects outlined in the Regional Bikeway Program with project segment status (ongoing).
- ◐ Revise quarterly status reports to compare progress against initial Bike EAP plans for costs, schedules, and miles expected (ongoing).
- ◐ Modify TransNet Dashboard data or Board reports to compare actual project data against baseline budgets and schedule (Fall 2023).
- ◐ Track and analyze more granular project milestones within Bike EAP project phases (ongoing).
- ◐ Provide extra scrutiny on less certain Regional Bikeway Program funding during updates to the Plan of Finance (Summer 2023).
- Ensure that the TransNet Dashboard Bike Early Action Program schedule and budget fields include explanatory notes on why particular data may not be applicable to a project stage (Fall 2022).

## ITOC

*With recent trends in transportation planning broadening the spectrum of topics and related challenges beyond freeway expansion or adding transit routes, additional member expertise areas could further strengthen ITOC's efforts in advising SANDAG and providing taxpayer oversight of the TransNet Extension Ordinance.*

- Incorporate conflict-of-interest policy clarifications from ITOC new member on-boarding resources into recruitment materials (Winter 2022).
- Modify the TransNet Extension Ordinance language to be consistent with the service limits for all members (Winter 2022).
- ◐ Consider expanding the ITOC qualifications to include knowledge of emerging topics SANDAG represents before the committee (Winter 2023).
- ◐ Explore options and feasibility of moving ITOC candidate screening and selection process outside of the SANDAG Board to maximize transparency and minimize any bias (Winter 2023).

## FY 2018 TPA Progress on Critical Audit Recommendation

In addition, certain critical audit recommendations from the **FY 2018 TransNet Triennial Performance Audit** are in progress as follows.

### Performance Framework

Establish a comprehensive performance framework by:

- Setting targets to measure TransNet performance against TransNet Extension Ordinance goals, in line with federally mandated deadlines or at a faster pace. At minimum, some narrative could accompany performance reporting to help others understand whether data and results were favorable or unfavorable.
- Capturing performance outcome data related to safety metrics, pavement condition, and bridge condition for highways, local roadways, and bicycle and pedestrian modes.

Progress updates are brought quarterly to the ITOC, **Item 7** at the April 12 meeting being the most recent.

# Fiscal and Compliance Audit Results

Requirement	Audit Results
<p>As required by SANDAG Board Policy No. 031, each recipient agency is required to account for TransNet activities in a separate fund, or if an alternative approach is used, it must be approved by SANDAG.</p>	<p>Revenues for each recipient agency were recorded, and expenditures reported by all recipient agencies were allowable in accordance with the TransNet Ordinance, TransNet Extension Ordinance, and SANDAG Board Policy No. 031.</p>
<p>In accordance with Section 8 of the TransNet Extension Ordinance, each recipient agency receiving revenues pursuant to Section 4(D) shall annually maintain, at a minimum, the same level of local discretionary funds expended for street and road purposes on average over the last three fiscal years (FY) completed prior to the operative date of the TransNet Extension Ordinance.</p>	<p>All local street and road recipient agencies met their Maintenance of Effort (MOE) requirement, with the exception of cities of Del Mar and San Marcos, for the year ended June 30, 2022, ensuring that TransNet revenues were used to augment and not supplant local revenues.</p> <p><b>CORRECTIVE ACTION:</b> The Cities of Del Mar and San Marcos will have the next two years to make up an FY21 shortfall, and the City of San Marcos will have the next three years to make up the additional shortfall incurred in FY22.</p>
<p>In accordance with the 30% Rule, a recipient agency that maintains a balance of more than 30 percent of its annual apportionment (after debt service payments) must use the remaining balance to fund projects. SANDAG will defer payment until the recipient agency's Director of Finance, or equivalent, submits a certification that the unused balance has fallen below the 30 percent threshold, and will remain below the threshold until such time that a new threshold is determined.</p>	<p>All reporting agencies, with the exception of the cities of National City, were in compliance with Board Policy No. 031, Rule #17, Section IV, requiring TransNet recipient agencies to maintain a fund balance that does not exceed 30 percent of its annual apportionment.</p> <p><b>CORRECTIVE ACTION:</b> The City of National City has certified that it is currently below the 30% threshold and will continue to remain below the threshold for the remainder of fiscal year 2023.</p>
<p>As specified in Section 2(C)(1) of the TransNet Extension Ordinance, at least 70% of the revenues provided for local street and road purposes should be used for congestion relief, and the cities may not spend more than 30% for maintenance purposes.</p>	<p>SANDAG appropriately allocated TransNet revenues – at least 70 percent for congestion relief purposes and up to 30 percent for maintenance purposes – in accordance with the Ordinance.</p> <p>All recipient agencies were in compliance with this requirement.</p>
<p>In accordance with Section 9(A) of the TransNet Extension Ordinance and Expenditure Plan, each local agency in the San Diego region shall contribute a minimum of \$2,000, subject to an annual adjustment based upon an index, in exactions from the private sector, for each newly constructed residential housing unit in that jurisdiction to the RTCIP. However, each jurisdiction may use their own fee schedule, as long as the fees are at a minimum the adjusted amount as approved by the SANDAG Board of Directors annually. The RTCIP revenue is to be used to construct improvements to the Regional Arterial System.</p>	<p>Each city and the County of San Diego under the Regional Transportation Congestion Improvement Program were compliant with the TransNet Extension Ordinance and Board Policy No. 31, except for the cities of Coronado, Escondido, La Mesa, and Lemon Grove.</p> <p><b>CORRECTIVE ACTION:</b> The cities of Coronado, La Mesa, and Lemon Grove are in the process of collecting their shortfalls. The City of Escondido has recovered all under-collected exaction fees.</p>
<p>In accordance with the TransNet Extension Ordinance, in order for transit operators to maintain eligibility for receipt of funds, the operator must limit the increase in its total operating cost per revenue vehicle hour for bus or revenue vehicle mile for rail services from one fiscal year to the next, to no more than the increase in the Consumer Price Index (CPI) for San Diego County over the same period.</p>	<p>Transit operators appropriately limited the increase in operating costs per revenue vehicle hour for bus and rail to the increase in CPI.</p> <p>All transit operators were in compliance with this requirement.</p>



# Funding Highlights

## TransNet Dollars, Compared with Other Sources

The 2023 Regional Transportation Improvement Program (RTIP) is a multi-billion-dollar program of projects planned by SANDAG and jurisdictions throughout the county between FY 2023 and FY 2027. The RTIP relies on several sources of funding, which include TransNet funds and contributions from the federal government, the State of California, and other local sources. The ITOC reviews projects proposed for funding with TransNet funds as part of its review of the RTIP. Local sales tax dollars raised by TransNet represent a relatively stable source of funding. However, when compared with the total number of dollars contributed by federal, state, and other funding sources, TransNet represents about 25 percent of the approximately \$5.91 billion projected between FY 2023 and FY 2027.

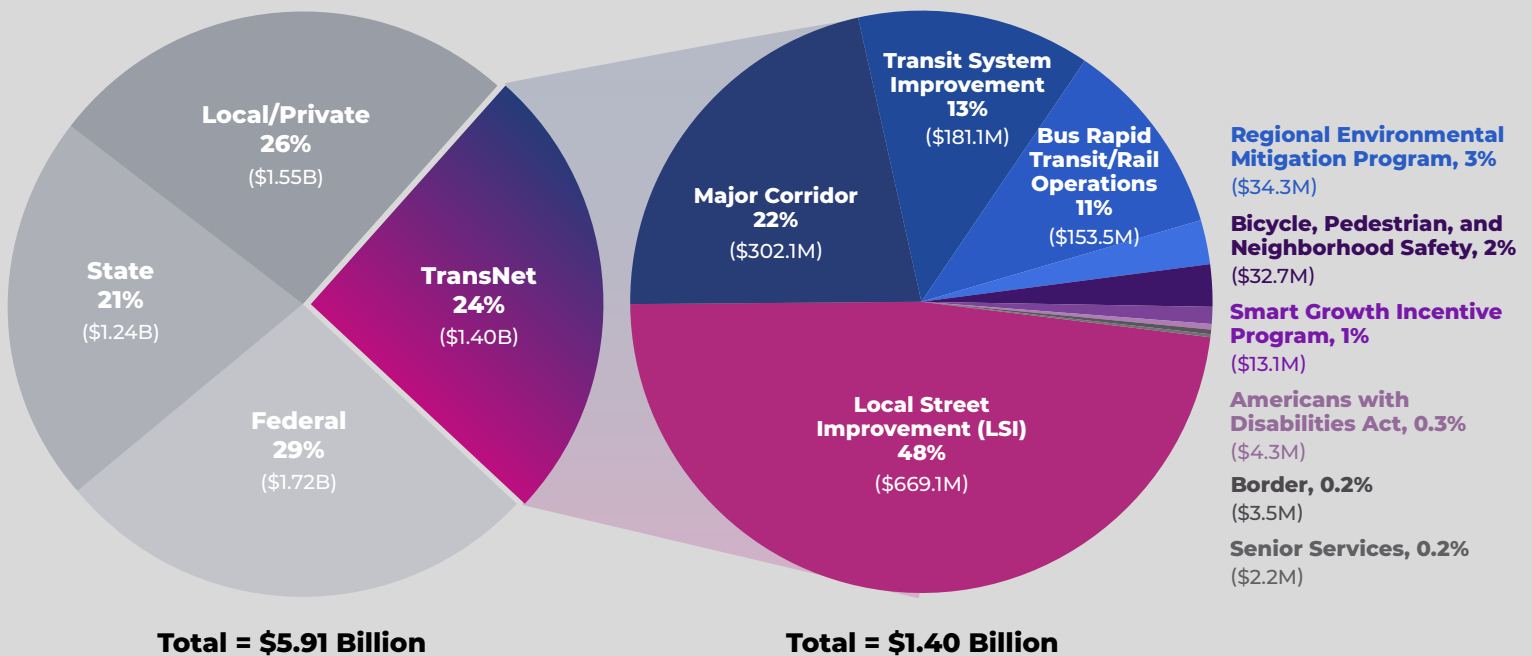
## TransNet Focuses Resources on Improving Major Corridors and Local Street Improvements

TransNet funding between FY 2023 and FY 2027 is expected to improve the quality of life for people in the region as the program focuses funding on major corridors where many people travel to and from work, and local streets and roads where people live, shop, and go to school. Between FY 2023 and FY 2027, more than \$300 million is earmarked for improving major corridors in the region such as I-5, I-15, and SR78, while \$669 million is planned for local street improvements. Meanwhile, more than \$181 million is planned for improving the regional transit system; more than \$153 million will go to operating Bus Rapid Transit and rail service; and \$32 million is budgeted for bicycle, pedestrian, and neighborhood safety improvements. More than \$34 million is earmarked for the region’s environmental mitigation program.



## TransNet and Other Funding

FY 2023–FY 2027



Source: 2023 Regional Transportation Improvement Program

# Project Highlights

SANDAG allocates millions of dollars annually to make the region's streets safer, give people more travel choices, better connect places throughout the region, and protect the environment. TransNet funding\* plays an important role in moving these initiatives forward and bringing the Regional Plan to life through priority projects and key initiatives. Local jurisdictions, nonprofit organizations, community groups, and transportation partners also receive funding through the TransNet half-cent sales tax and competitive grant programs. Ongoing revenues from the TransNet Extension Ordinance pave the way for a transformative transportation system. ITOC provides an increased level of accountability and transparency for TransNet expenditures and helps ensure that projects are progressing on schedule and on budget.

## PRIORITY PROJECTS

SANDAG connects people, places, and innovative ideas with solutions that benefit the region's unique and diverse communities. Priority projects represent the big ideas in the Regional Plan.



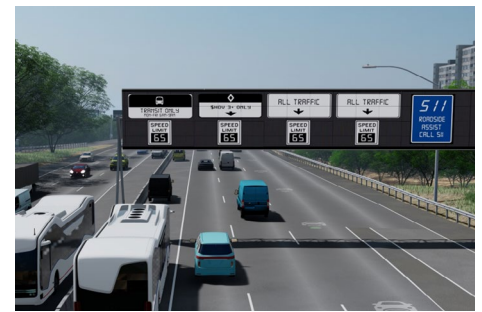
### Otay Mesa East Port of Entry

The Otay Mesa East Port of Entry will be a modern border crossing that uses innovative technology to strengthen border security, bolster the binational economy, enhance mobility, and improve regional air quality. In FY 2023, this project celebrated its historic groundbreaking, a binational Toll Revenue Sharing Agreement, and widespread federal support. Work continues to deliver this historic project, with recent legislation streamlining contracting methods. In FY 2024, SANDAG will begin designing the facility in collaboration with federal partners.



### Airport Transit Connection: Central Mobility Hub

The Central Mobility Hub will bring together all modes of transit and provide fast and convenient connections to San Diego International Airport. It will improve mobility, reduce traffic, advance climate action goals, and boost economic development. In FY 2023, project staff began a concept study to analyze several alternatives for airport transit connections. In FY 2024, SANDAG will complete the study, gather input, and begin the environmental clearance process.



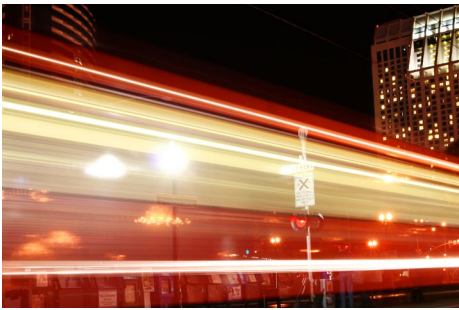
### Smart Connections

Smart Connections use data and technology to provide people with choices as they travel to the places that matter most. Whether people are driving, riding, rolling, or walking, the goal is to reduce gridlock and keep the region running smoothly and safely. Smart Connections make the smartest use of taxpayer money by getting the most out of infrastructure already in place. In FY 2024, SANDAG will explore customizing lane usage based on traffic, providing right-sized, on-demand ride services, creating more access to transit options, and more.



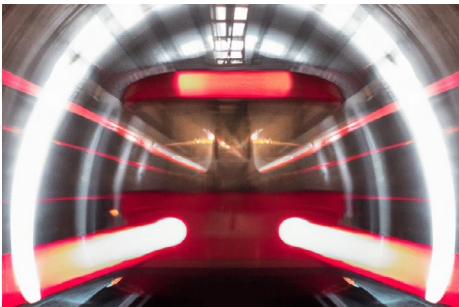
### LOSSAN Corridor/Del Mar Bluffs

The Los Angeles–San Diego–San Luis Obispo (LOSSAN) Rail Corridor is the second busiest intercity rail corridor in the nation and the only viable rail freight link from the San Diego region to the rest of the country. SANDAG continues to move forward with double tracking the corridor and stabilizing the Del Mar Bluffs, while planning to relocate the tracks off the bluffs by 2035. In FY 2023, state and federal leadership demonstrated widespread support, and SANDAG completed project design and construction arrangements for Phase 5 of the bluffs stabilization, as well as a relocation planning study. In FY 2024, stabilization, double tracking, and infrastructure work will continue. For the relocation project, SANDAG will advance the environmental clearance and refine alignment concepts.



## Blue Line Expansion

On November 21, 2022, SANDAG celebrated the one-year anniversary of the Mid-Coast Trolley Extension, the largest completed infrastructure project in the history of the San Diego region. The community continues to share how the heavily used Blue Line can better serve the region's residents. In FY 2024, SANDAG will explore possible improvements including extending the Trolley across the border, providing first- and last-mile connections, building a San Ysidro Mobility Hub, and providing a safer, more comfortable, and convenient ride with added express options.



## Purple Line Study (M) (T)

The Purple Line is a new priority project for FY 2024. This new, high-speed transit line is designed to connect the most populated areas of our region with major job centers, carrying people from San Ysidro to Sorrento Mesa via National City, City Heights, and Kearny Mesa. In FY 2024, relief may come in the form of rapid buses and other corridor improvements. Long-term, this transit line will transform the San Diego region by connecting Mobility Hubs and biking/walking paths to provide a fast and useful transit option for tens of thousands of residents.

## KEY INITIATIVES

Many of the San Diego region's transportation challenges are deeply connected to larger societal issues that impact everyone's quality of life. To address the many challenges that face our region, SANDAG is leading several initiatives focused on mobility options, increased safety, and access to opportunities.



### Digital Equity

The Digital Equity Program is working to close the digital divide and ensure that everyone has equal access to educational, economic, and social opportunities through a reliable, affordable internet connection. In FY 2023, SANDAG worked to accelerate broadband infrastructure deployment and raise awareness of available resources by collaborating with state, regional, and local partners. In FY 2024, SANDAG will continue to develop the Broadband Master Plan, implement the Digital Equity Strategy and Action Plan, and streamline the permitting process.



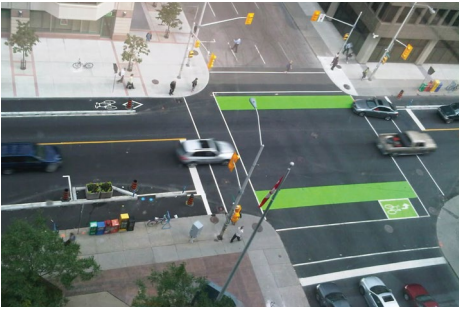
### Transit Equity and Youth Opportunity Pass

The Transit Equity Pilot includes the Youth Opportunity Pass pilot program, which provides free transit for anyone age 18 and under and educates youth and families about transit options. Since its launch, SANDAG has distributed more than 40,000 free transit passes and provided more than 5 million rides to San Diego County youth, with up to three times as many monthly youth riders as before. In FY 2024, SANDAG has identified funding to extend the program and is working on expanding it to riders age 24 and under.



### Housing Acceleration Program

The Housing Acceleration Program promotes fair and equitable housing for all by providing technical assistance, educational outreach, and financial resources that contribute to accelerating affordable housing production and preventing displacement. In FY 2023, SANDAG continued education on housing policies and legislation and program implementation. In FY 2024, SANDAG will work with partners to expand the program, support a housing trust fund, and release \$16 million in grants to local jurisdictions.



### Regional Bike Network

Safe, accessible bikeways encourage active transportation by providing convenient routes within and between communities. As of March 2023, SANDAG has built nearly 25 miles of bikeways as part of the Regional Bike Plan Early Action Program. By 2028, SANDAG will more than double that number. In FY 2023, SANDAG broke ground on 6.5 miles of new bikeways and construction progressed on an additional 5.3 miles. In FY 2024, SANDAG plans to break ground on 8.7 miles of new bikeways and open 2.3 miles to the public.



### Safety and Vision Zero

In FY 2023, the SANDAG Board of Directors adopted a Regional Vision Zero Resolution with the intention of eliminating all traffic fatalities and severe injuries while increasing safe, healthy, and equitable mobility options. Vision Zero views traffic crashes as preventable incidents and recommends proven roadway safety strategies. The Safety Dashboard will be released in FY 2023. By the end of FY 2024, the Regional Vision Zero Action Plan will be complete and the team will be applying for additional funds to implement the plan.



### People, Processes, and Technology

In FY 2024, SANDAG will invest in new technologies, its employees, and agency process improvements to ensure that it is efficient, effective, and ultimately a world-class agency. SANDAG will streamline its processes, putting into practice what it's learned from its audits. And by bringing on the proper skill sets and training staff, SANDAG will continue to be an innovative and data-driven agency.



### Data, Research, and Analytics

SANDAG conducts original research and maintains a tremendous amount of data. The agency also uses emerging datasets to better understand the needs of the region and translate data into actionable information. Unlike most other MPOs, SANDAG compiles public safety data, conducts independent program evaluations, and provides partner organizations with regional economic updates. In FY 2023, SANDAG launched the Open Data Portal, making a variety of data publicly and readily available, and began the process of building forecasts and models for the 2025 Regional Plan. In FY 2024, the team will continue to work on the Regional Plan and provide actionable information.

## GRANTS AND LOCAL TRANSNET FUNDING



### Local Streets and Roads

Since 1988, nearly \$2 billion in TransNet funding (plus more than \$700 million from federal, state, and local sources) has been provided to help each city and the county with street improvement projects. These funds have been used to build new major roads, repave and widen streets, repair potholes, improve local bikeways and walkways, complete median and landscaping projects, repair bridges, improve drainage, install traffic-calming infrastructure, and complete other major congestion relief and rehabilitation projects. In FY 2023, TransNet provided more than \$80 million toward projects in progress, and 13 projects were completed. In FY 2024 allocations and improvements will continue.



## Environmental Mitigation Program

To date, SANDAG has awarded about \$18.8 million in TransNet Land Management grants over ten cycles. This competitive program awards funding for projects that protect threatened, rare, and endangered species and their habitats. In FY 2023, SANDAG executed 19 grants totaling \$2.4 million, bringing the total number of grants to 136. In FY 2024, the San Dieguito Lagoon Restoration Project Phase II will enter its second year of construction, with completion estimated in 2025. SANDAG and Caltrans will coordinate with the County of San Diego to develop a Resource Management Plan as part of Phase I for the Rancho Lilac property.



## Active Transportation Program and Smart Growth Incentive Program

Since 2009, \$59 million in TransNet Smart Growth Incentive Program funding and more than \$28 million in Active Transportation funding has helped build more walkable, bike-friendly, and transit-oriented communities. These projects have revitalized downtown areas, created economic growth, beautified public spaces, and increased connectivity. In FY 2023, 12 projects were completed and many more that received funding in past years moved forward with planning and construction. In FY 2024, SANDAG will launch its sixth Smart Growth Incentive Program funding cycle.



## Housing Acceleration Grant Program

SANDAG launched the Housing Acceleration Grant Program in 2022 to support jurisdictions, developers, and transit agencies by funding projects that accelerate housing production while also creating sustainable and climate resilient communities. In FY 2023, SANDAG launched its second funding cycle, which includes planning and capital components. In FY 2024, the first cycle of projects will be completed, resulting in policies and programs that offer people across the San Diego region more affordable housing choices.



## Senior Mini-Grant Program

The Senior Mini-Grant Program uses TransNet funding to provide San Diego County residents who are age 60 and older with specialized transportation options. In FY 2023, 4,375 older adults benefitted from funded services, and SANDAG released a call for more projects, awarding more than \$2 million in Senior Mini-Grant funds. In FY 2024, SANDAG will begin the eighth cycle of the program.

See also the 2022 SANDAG Annual Report.

*\*Local TransNet funding is a key component in the SANDAG budget and helps the agency leverage other local, state, and federal funds. Not all projects and programs listed in this section are funded by TransNet.*



## How to Get Involved

According to SANDAG's most recent data, 60 percent of the 48 major corridor capital construction projects were completed and 28 percent were in progress as of June 30, 2023 — a significant accomplishment 13 years into the 40-year program. Completed projects include the modernization of the Blue and Orange Trolley lines; construction of the I-15 Express Lanes; the widening of SR 76; I-15, Mid-City, and South Bay Rapid Transit projects; and others. For specific information on the status of projects under the TransNet program, readers can go to the following sources online:

- **FY 2021 TransNet Triennial Performance Audit (FY 2021 TPA)**  
Appendix C details the status of major corridor projects.
- A status of all TransNet Major Corridor projects can be found on the TransNet Dashboard at [transnetdashboard.sandag.org](https://transnetdashboard.sandag.org).



### **KeepSanDiegoMoving.com**

Offers real time information about TransNet projects, including a dashboard that shows budgets and schedules.



### **SANDAG.org/TransNet**

Contains key documents related to the TransNet Extension Ordinance.



### **Meetings**

ITOC meets on a regular basis, usually the second Wednesday of the month at 9:30 a.m. at SANDAG offices 401 B Street, Suite 800, San Diego, CA 92101. A list of past and upcoming agendas for all ITOC meetings can be found at [sandag.org/itoc](https://sandag.org/itoc).



### **Questions?**

The ITOC encourages your feedback on this report and other TransNet-related matters. Inquiries can be directed to [itoc@sandag.org](mailto:itoc@sandag.org). Individuals interested in serving on the committee, as vacancies occur, are encouraged to email [itoc@sandag.org](mailto:itoc@sandag.org) to be placed on the vacancy notification list.