

# **San Diego Forward: The 2021 Regional Plan**

## **Public Involvement Plan**



**May 2019**



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## **1.0 INTRODUCTION**

SANDAG is leading a broad-based community effort to develop San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). Last adopted in October 2015, the Regional Plan combines the big-picture vision for how our region will grow to 2050 and beyond with an implementation program to help make that vision a reality.

This Public Involvement Plan (PIP) is intended to support the development of the 2021 Regional Plan, creating a variety of opportunities for individuals, organizations, agencies, and other stakeholders to provide meaningful input. The PIP has been created based on input obtained throughout the development of the 2015 Regional Plan, including feedback from the SANDAG Board of Directors, Policy Advisory Committees, working groups, tribal governments, surveys, a wide variety of communications experts, and our regional stakeholders and partners, including a network of Community Based Organizations (CBOs).

The PIP was drafted using the guidelines provided by the agency's overall Public Participation Plan (PPP), which provides the foundation for specific public outreach approaches developed to support individual projects and programs. In addition, the PIP addresses state outreach requirements as identified in California Senate Bill 375 (Steinberg, 2008) (SB 375) and from the 2017 RTP Guidelines for MPOs prepared by the California Transportation Commission. The PIP describes efforts that SANDAG will undertake to secure input on: priorities for transportation projects, programs, and services; transportation networks; infrastructure recommendations; funding alternatives; policies and programs; performance measures; achievement of greenhouse gas (GHG) emissions reduction targets; and other related issues.

This PIP is intended to be a living document. Because of the fluid nature of public participation, this plan may be updated at major milestones and adjusted in response to issues and circumstances that arise throughout the planning process.

### **1.1 Background**

In February 2019, the SANDAG Board approved an action plan to develop a bigger and bolder vision for the 2021 Regional Plan that transforms the way people and goods move throughout the San Diego region, offers true alternatives to driving, protects the environment, creates healthy communities, and stimulates economic growth to benefit all San Diegans. This new vision for the region's future will guide development of an innovative transportation network for the 2021 Regional Plan, anticipated to be adopted by the SANDAG Board of Directors in late 2021.

The 2021 Regional Plan combines two of the agency's most important regional policy documents: The Regional Comprehensive Plan (RCP) and the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS). The Sustainable Communities Strategy will guide efforts to meet or exceed the region's 19% greenhouse gas (GHG) emissions reduction targets for 2035 mandated by the California Air Resources Board in 2018 through the coordination of land use and transportation, including by creating more compact, walkable, bike-friendly, transit-oriented communities, preserving important habitat and agricultural areas, and promoting a variety of Transportation Demand Management and system management tools and techniques to maximize the efficiency of the transportation network. SANDAG will work in close partnership with all the region's cities and the county government to create an innovative plan for our growing region.

## **2.0 PUBLIC INVOLVEMENT PLAN STRATEGIES AND IMPLEMENTATION TECHNIQUES**

This PIP establishes the framework for a dynamic and interactive process to develop and seek input on the Regional Plan. What follows includes a menu of strategies and techniques that may be used in the public outreach process for the Regional Plan.

### **2.1 Stakeholder Categories**

The following is a list of stakeholder categories and interested parties as defined through state and federal requirements pertaining to the development of the Regional Plan. In addition, see Appendix B for a partial list of individuals and organizations that have traditionally participated in long-range planning outreach efforts. That list will be updated throughout the implementation of the PIP.

- Affordable Housing Advocates
- Broad-Based Business Organizations
- Commercial Property Interests
- Congestion Management Agencies
- Environmental Advocates
- Home Builder Representatives
- Homeowner Associations
- Landowners
- Neighborhood and Community Groups
- Transportation Agencies
- Transportation Service Operators
- Transportation Advocates
- Transportation Commissions
- Public Ports
- Tourism
- Natural Disaster Risk Reduction Agencies
- Military
- Tribal Governments
- Federal Land Management
- Air Quality Agencies

## **2.2 Public Involvement Plan Objectives**

The primary goal of the PIP for the 2021 Regional Plan is to engage a broad and diverse cross-section of the San Diego region in the development of the plan. Obtaining this input is critical to creating a plan that reflects the varied needs and interests of the San Diego region's residents and businesses.

The objectives of the PIP are as follows:

- Raise awareness of the plan as the region's updated blueprint that will guide the way as our region grows to 2050 and beyond
- Gain meaningful input from a broad range of individuals, organizations, agencies, and local governments throughout the Regional Plan development and decision-making process
- Make proactive efforts to involve communities and members of the public that have traditionally not participated in public planning efforts
- Meet or exceed local, state, and federal guidelines and requirements for public involvement in the development of the Regional Plan
- Create an inclusive process that leads to broad support for policies, projects, and programs outlined in the Regional Plan

## **2.3 Public Involvement Plan Strategies**

The following strategies will be implemented to achieve the objectives identified above:

- Provide timely and accessible public information about the Regional Plan to a broad range of regional stakeholders
- Make public information accessible in a variety of formats and languages, use easy-to-understand language and concepts that interested people can relate to on a personal level, and use a variety of media, including innovative visualization techniques
- Provide a variety of opportunities for the public to be involved, and use technology to reach stakeholders who may not be inclined to participate in traditional outreach methods
- Use a variety of tactics to bring the conversation to the public, ranging from in-person interactions (such as pop-up outreach in public places) to virtual and online engagement (such as smart phones and social media platforms)
- Employ a diverse group of spokespeople to communicate with the public regarding the Regional Plan, including Board members, staff, partner agencies, Community-Based Organizations, and interested stakeholders
- Widely promote opportunities for public input to reach a broad and diverse audience
- Communicate the decision-making process to stakeholders and indicate how their input is used in the development of the plan
- Document and address public comments received during the public involvement process
- Disseminate information to related agencies, metropolitan planning organizations, and engaged sectors throughout the state of California and the nation

- Assess the effectiveness of the PIP at key milestones (i.e., following workshops or release of draft documents) to evaluate how the strategies and tactics worked and what enhancements could be made for future phases

## **2.4 Public Involvement Plan Techniques and Activities**

The PIP proposes six main approaches for implementing the strategies above in coordination with key milestones in the development of the Regional Plan, which may include:

- *Research*: Focus groups, roundtable discussions, public opinion surveys
- *Public information*: Written materials, public notices, Board reports, presentations, summary documents
- *Face-to-face interactions*: SANDAG Board and committee meetings, briefings and presentations, small group meetings, community event information booths, public workshops
- *Community-Based Organizations (CBOs)*: Partnership network with regional CBOs to reach low income and minority communities
- *Web-based interactive communications*: Website, extensive social media, email updates, text, “virtual” public workshops, visualizations, surveys
- *Media*: Earned media, media partnerships, paid media

### **2.4.1 Research**

To gauge public knowledge and opinion about issues related to regional planning, focus groups, roundtable discussions, and public opinion surveys may be conducted at the outset of the public involvement program. Existing survey and election-related data may be used to understand profiles and seek geographic-based input on a variety of Regional Plan topics. This research could help identify key topics and the most effective means of public engagement. Additional focus groups and surveys may be conducted as the planning process unfolds to determine the effectiveness of the outreach effort and identify opportunities for improvement. The information gained from this research could help SANDAG make adjustments, as needed, to optimize the outreach effort and inform future outreach processes.

### **2.4.2 Public Information**

Create and distribute clear, concise, and engaging information to support public involvement efforts. These materials will have a consistent look and feel, reflecting the branding developed for the plan.

Below is a menu of materials that may be used to provide information about the plan and its components; the development process; why this process is relevant to the region’s residents; and information about how, when, and why stakeholders should get involved. All materials will be written in easy-to-understand terms with limited jargon, and provided in Spanish or other languages/formats as needed. Materials will be distributed via a range of channels, including electronically (email and website); at presentations, meetings, and events; at community locations (libraries, recreation centers, senior centers, and stores); and in the media (both social media and traditional media, including notices and advertisements). Materials will be updated as needed throughout the process.

- *Project fact sheet*: Basic information about the Regional Plan, its components, purpose, timeline, and information about how to get involved. (Translated into Spanish, with translation to other languages available upon request.)
- *Project brochure*: Engaging images, a summary of opportunities for public involvement, key messages, and basic information about the Regional Plan and its timeline. (Translated into Spanish, with translation to other languages available upon request.)
- *Multimedia presentation*: An interactive and engaging presentation for speakers bureau opportunities, intended to explain and draw people into the planning process, encouraging individuals and organizations to get involved.
- *QuickGuide*: A brief document outlining the Regional Plan's goals, objectives, planning investments, and implementation strategy. A graphics heavy document providing a brief summary of the contents of the Regional Plan that is reader friendly and available in both English and Spanish.
- *Public notices*: Notices for public meetings and opportunities for public comment published via a variety media outlets, advertisements, and printed materials targeting all segments of the region's population.
- *Frequently Asked Questions*: Addressing the most common questions about the plan and its components.
- *Phone line and email address*: A dedicated phone line and email account, providing easy methods for the public to make comments and ask questions.

### **2.4.3 Face-to-Face Interactions**

Public involvement efforts can be used to create opportunities for SANDAG to interact directly with stakeholders in a variety of formats. Translation services will be provided as needed for presentations, public workshops, and events. Face-to-face public outreach opportunities include:

- *Presentations to SANDAG Board, Policy Advisory Committees, and Working Groups*  
Presentations to the SANDAG Board, Policy Advisory Committees, and Working Groups throughout the process will provide updates on plan development, share input received from the public, and receive policy direction. These meetings are open to the public and provide ongoing opportunities for discussion and input at multiple stages of the planning process. A wide variety of public stakeholders sit on numerous SANDAG working groups, which range in topic area from energy, to disabled access, to housing, to environmental preservation, and bike- and pedestrian-related issues. Members of all these boards are asked to share information with their constituencies, encourage them to get engaged in the process, and offer SANDAG their feedback about the Regional Plan. Board members also are asked to help identify interested stakeholders and organizations, as well as outreach opportunities.
- *Stakeholder Interviews/Briefings*  
Conduct informal interviews/briefings with key stakeholders. These interviews/briefings provide an opportunity to share information about the plan and its purpose, as well as seek input about how stakeholder groups would like to be involved in the process and what public involvement strategies are the most effective with their respective constituencies.



- *Speakers Bureau*  
Engage in a proactive effort to offer presentations about the plan to a variety of organizations throughout the region. These groups may include community planning groups, chambers of commerce, environmental organizations, transportation advocacy groups, community collaboratives, CBOs, ethnic organizations, civic organizations, trade organizations, professional organizations, and others. The purpose of these presentations is to educate the public about the planning process, receive public input, and promote opportunities for public involvement.
- *SANDAG Vision Lab*  
Create a collaborative space for stakeholders, community members, and the media to discuss the regional planning process with SANDAG staff and policymakers. Space may be multi-functional to use for workshops, presentations, and webinars, and feature interactive tools and maps to promote idea sharing.
- *Public Workshops/Open Houses*  
Conduct public workshops/open houses at important milestones during the plan development to solicit input. Online/interactive versions of these public workshops also may be made available. At least one workshop will be conducted in conjunction with the agency's Baja California counterparts in coordination with the SANDAG Borders Committee and the Committee on Binational Regional Opportunities (COBRO). In addition, a Tribal Summit and tribal consultation activities will be held as part of the development of the Regional Plan. SANDAG Board and policy committee members could serve as event facilitators to help focus the conversation around both regional and local issues.
- *Presentations to City Councils, the County Board of Supervisors, and Planning Commissions*  
Seek to make presentations to local city councils, the Board of Supervisors, planning commissions, and other planning-related organizations. Work with SANDAG Board of Directors members to identify other opportunities for engagement through local government agencies.
- *Stakeholder Discussion Sessions on Rotating Topics*  
Host stakeholder discussion sessions to address various topics and sections of the plan at key milestones during the process. The purpose of these discussion sessions would be to seek high-level input from those who are knowledgeable about the planning process and have specific interests in the plan. While a list of key stakeholders would be developed, these meetings would be open to the public and participants would not be required to attend every meeting. Meeting topics would be determined ahead of time and promoted to the public.
- *Participation in Community Events*  
Create a mobile project information booth for use at community events and trade shows. Project information would be available, as well as interactive opportunities for public input, such as mobile kiosks for both educational or survey purposes. For example, an educational project video could run on a loop to provide background information about the planning process, and participants could be provided an opportunity to share their input via an online survey or game using computers/tablets at the booth. Events targeting low-income and minority communities would be included to ensure proactive outreach to these audiences.

- *Pop-Up Booths*

Similar to community event booths, these pop-up outreach opportunities would take place at everyday public locations such as the grocery store, outside a local library, café, etc., to engage community members traditionally less inclined to participate in the public planning process. This outreach technique affords an opportunity to reach a sector of the public that may not originally have intended to participate in a public planning exercise.

- *Discussions with Mayors, Supervisors, and Councilmembers*

Reach out to leadership throughout the region to seek feedback, input, and opinions during key milestone phases of plan development. Though presentations will be delivered to both the SANDAG Board of Directors and the Policy Advisory Committees, this extra meeting time could allow decision makers to explore topic areas relevant to their jurisdictions more in depth.

- *Subregional Stakeholder Groups*

Create stakeholder groups within each of our subregions. These groups would meet multiple times throughout the process to discuss various aspects of the Regional Plan and draw out specific feedback. That feedback would be documented and its influence tracked as the plan is developed. These sessions also would serve to educate individuals throughout the community about the Regional Plan, creating a secondary group of knowledgeable people able to disseminate information about the Regional Plan throughout the process, as well as encourage further public involvement. SANDAG board members (or other elected officials) from each subregion could participate in the groups, provide leadership, and help encourage sustained engagement.

- *Facilitated Outreach*

Create a program to engage various organizations in facilitated discussions regarding the Regional Plan. SANDAG would make participation in the program available to organizations throughout the region (such as planning groups, business organizations, service groups, professional organizations, advocacy groups, etc.). A SANDAG facilitator and staff members would attend meetings of each organization multiple times (at the beginning, middle, and end of the plan development process) to discuss various aspects of the Regional Plan and draw out specific feedback. That feedback would be documented and its influence tracked as the plan is developed. These sessions also would serve to educate individuals throughout the community about the Regional Plan, creating a large secondary group of knowledgeable people and organizations able to disseminate information about the Regional Plan throughout the process, as well as encourage further public involvement.

- *Outreach to Major Employers and Their Employees*

Develop and implement an outreach effort aimed at reaching the region's major employment sectors. "Lunch & Learn" sessions would be scheduled to speak directly to the region's employees and solicit their input. These informative presentations would provide opportunities for the region's businesspeople and their employees to learn about the Regional Plan on a lunch break and provide input to SANDAG. Employers from the region's major employment sectors will be targeted (i.e., hospitals, manufacturing, service industry, biotech, military, etc.).

- *Outreach to Partner Agencies*

Work with partner agencies (transportation sector, energy/climate, ports, environment) to access their audiences in the cross-promotion of project objectives/campaigns. This tactic allows both agencies to build a broader network and highlight the interplay between the Regional Plan and partner agency activities.

- *Participation in K-12 School Activities*

Reach out to families through K-12 school functions, including parent-teacher associations, school town hall meetings, etc.

- *Outreach to/through Local Colleges, Universities, and the Region's Youth*

Tap into local high schools and colleges/universities to involve youth, either directly or through already existing school classes and programs. Activities could include interactive planning exercises, design charrettes, educational campaigns and toolkits, public interest surveys geared toward youth and higher education students, interactive text campaigns, etc.

#### **2.4.4 Community-Based Organization Network**

Community-based organizations (CBOs) and collaboratives, act as forums for local institutions such as churches, schools, health clinics, ethnic groups, and others to discuss issues of common concern. Due to their convening capacities, community collaboratives are critical to the ability of SANDAG to reach out to underrepresented populations who might not otherwise become involved in the process. Collaboratives provide a culturally relevant structure for developing local protocols, crossing language barriers, and structuring meetings. When members of a collaborative begin to make connections between their local concerns and regional planning efforts, they can begin to understand regional planning in a way that is relevant and meaningful to their communities and convey their input into the regional planning process. To help ensure diverse and direct input into the Regional Plan, SANDAG will continue and broaden its partnership network with CBOs and collaboratives in critical communities of concern throughout the region. Through competitive contracts awarded by SANDAG, CBOs will be provided with resources to engage their communities in the planning process and tasked with implementing outreach programs appropriate to their community context. The primary goal of the CBO partnership program is to engage and encourage diverse, inclusive, and active public participation from stakeholders in specific communities who traditionally may not have been involved in regional public policy planning processes (e.g., low-income, seniors, minorities, persons with disabilities, and other identified populations). Approximately 12 to 15 CBOs will form the Community-Based Partnership Network, working closely with SANDAG staff on the development of involvement techniques in coordination with other agency public involvement activities being undertaken to help prepare the Regional Plan.

One designee from each CBO in the partnership network will serve as a representative on the Community-Based Organizations Working Group. The Working Group provides a collaborative open and public forum to review and provide input that will be used to develop and adopt the 2021 Regional Plan. The focus of the Working Group will be to provide a social equity perspective on planning efforts, as well as support the Title VI Social Equity Analysis of the Regional Plan. The Working Group reports to the Regional Planning Committee on specific 2021 Regional Plan elements.

#### **2.4.5 Web-Based Interactive Communications**

SANDAG will take advantage of a variety of web-based opportunities to provide information and solicit public involvement in the plan development process. Online opportunities will be translated into additional languages as needed. Additionally, SANDAG can take advantage of linking activities between various outreach platforms (simultaneous online and face-to-face survey data collection, etc.). The following web-based tools may be used as part of the outreach process:

- *Regional Plan Website*

The primary portal for all public information about the project. It will include project information, downloadable public information materials, and electronic versions of project documents. The public will have the opportunity to submit comments through the website, take online surveys, and sign up for email updates. Regional Plan social media also will be linked to the website, as will any other interactive tools employed as part of the outreach process.

- *Email Updates*

Send regular email updates to stakeholders who opt into the Regional Plan interest list, describing project updates and milestones, promoting opportunities for public involvement, providing a calendar of upcoming events, and featuring links to online survey and social media.

- *Social Media*

Engage through Regional Plan content on SANDAG pages on Facebook, Twitter, Instagram, LinkedIn, and YouTube to provide information to stakeholders and to receive general comments. Social media interactions can include:

- Project videos, TV news coverage about the plan and public involvement process, and videos of public meetings (if available).
- Public comments and ideas that SANDAG can keep track of through the use of hashtags. Facebook and Instagram can be used for more content-rich posts and to promote events and opportunities for public involvement.
- Boosted posts can help to ensure that the information is shared with a wider audience.
- Micro-targeting of select groups (transit riders or corridor users, for example) can help reach specific audiences to help tailor messaging and customize interactions.
- Track stakeholder engagement to inform effective strategies and methods (videos, infographics, images, etc.).
- Useful information about existing transportation services (i.e., commute times, construction impacts, etc.) to build social media audience. Those audiences can later be accessed to share information specific to the Regional Plan.

- *Interactive Text Messaging*

For those that opt in, send push-alert style information to those with a mobile device. This tool also serves as a platform to host interactive micro-surveys at major milestones of the Regional Plan update.

- *Promote Existing Content Relevant to the Regional Plan*

Given the wide reach of the Regional Plan, maximize the opportunities to promote existing

Working Group, Policy Advisory Committee, and Board staff reports and work efforts to educate the public on the implementation of the current Regional Plan, along with the ongoing work of updating Regional Plan for 2021.

- *Visualizations*

Create visualizations to assist in the planning process, as well as to make the concepts explored in the plan more accessible and easier to understand. Place visualizations on the website.

- *Regional Plan Videos*

A series of short (30- to 90-second) videos explaining the importance of the plan to the region's future, why it is relevant to the everyday lives of residents, and how public input will help shape the plan. Educational videos about the types of projects, programs, and services, as well as technologies and policies in the Regional Plan, may also be developed.

- *Web and Text Surveys*

Develop a series of electronic surveys that could be taken via the website and/or text messaging. Access to surveys will be posted on the website throughout the plan development process. While not statistically significant, these surveys could provide an interactive way for the public to share opinions and give SANDAG a "snapshot" of what participants are interested in. Surveys may range from larger sample sizes (thousands) to micro-level depending on the nature and intent behind the survey and desired duration. Take advantage of social media and text-based survey platforms to disseminate these surveys. The surveys could be linked to email updates, promoted in written materials and via the media, and used as an interactive experience at community events.

- *Virtual Public Workshops*

Conduct online public workshops via the Regional Plan website. These virtual workshops could be available for a finite time (e.g., during the public comment period for the environmental document), and comments submitted would become part of the public record. Participants would be provided with project information via video, online versions of handouts and graphics, and/or online presentations. A user-friendly online system for submitting comments would be developed to make the process as simple as possible for stakeholders who wish to use this feature. Custom virtual workshops could be developed or integrated into existing platforms (Facebook Live or Twitter Town Hall).

- *Customer Relationship Management*

Development of a customer relationship management (CRM) database to help customize and personalize interactions with the public through all touch points, including meetings, emails, social media, workshops, website experience, etc.

- *Telephone Town Hall Meetings*

Conduct telephone town hall meetings on a regional or subregional scale, bringing together thousands of people in conversations to discuss issues and needs related to the Regional Plan. Involve Board members and other elected officials in the calls to encourage wide participation and provide decision makers with direct feedback from the public.

## **2.4.6 Media**

SANDAG will seek coverage from print, broadcast, and online media to communicate information to a broad audience and promote opportunities for the public to get involved.

- *Reporter Briefings*

Host briefings for reporters covering the Regional Plan development process to inform them of the plan and its purpose and ensure they are made aware of the various efforts to engage the public in the plan's development.

- *Distribute Regular Press Releases/Media Alerts to Local and Regional Media*

To promote awareness among the media and foster accurate news coverage, distribute press releases and agenda information to local and regional media outlets, including print, broadcast, and online media. Keep reporters updated on the development and key milestones of the Regional Plan. (A media list is included as Appendix A.)

- *Press Conferences/Media Availability*

Coordinate press conferences and media availability opportunities as needed. Convene press conferences to promote unique and newsworthy milestones and events. Coordinate media availability of SANDAG Board members and other officials after key decision-making milestones.

- *Media Kit (print and online versions)*

Key background information for the media to encourage accurate and balanced reporting and public education.

- *Pursue Editorial Opportunities*

Seek opportunities to submit editorial comment about the Regional Plan at milestones throughout the plan development process. For example, an op-ed authored by the chair of the SANDAG Board may be submitted at the launch of the public involvement process to emphasize the importance of public input in the development of the plan.

- *Paid Media*

When appropriate, use paid media to promote the planning process and opportunities for public engagement. This may include print advertising, public service announcements on broadcast media, and online advertising that links back to the Regional Plan website.

- *Cultivate a Media Partnership*

Explore the possibility of cultivating a media partnership or partnerships with local news outlets. These partnerships may include exclusive content for the outlet, joint promotions of events and involvement opportunities, and paid media opportunities.

- *Use SANDAG Board Members as Media Ambassadors*

Work with Board members to serve as media ambassadors encouraging the public to engage in the planning process. Board members may be asked to discuss the Regional Plan in media interviews, on morning TV and radio shows, and author editorial commentary.

- *Outreach via Trade Publications and Stakeholder Email Updates*

Work to place articles about the Regional Plan, its development, its content, etc., in related trade publications locally, as well as statewide and nationally. Seek to place notices and articles in email updates, newsletters, and other communications of various interested stakeholders, including civic organizations, advocacy groups, and business/professional organizations.

### **3.0 SOCIAL EQUITY, ENVIRONMENTAL JUSTICE, AND COORDINATION WITH OTHER AGENCIES/GOVERNMENTS**

#### **3.1 Social Equity and Environmental Justice**

Roads, freeways, transit services, and other transportation infrastructure can have a significant effect on the quality of life for a region's residents by shaping access to housing, jobs, services, and recreational opportunities. Achieving social equity and environmental justice in the context of creating a comprehensive plan for the region is a major goal of SANDAG. It requires making investments that provide all residents, regardless of age, race, color, national origin, income, or physical ability, with opportunities to work, shop, study, be healthy, and play. Without proper planning and development, transportation systems can degrade the quality of life in communities. In addition, the construction of roads, freeways, and rail transit systems has sometimes placed health burdens on lower-income and minority communities. At times, new transportation projects have physically divided communities or impacted access to community services, resulting in social and economic costs. It is important to understand the impacts of transportation and other infrastructure investments on our most vulnerable communities in order to better plan for the future. For these reasons, environmental justice principles and social equity goals are an important consideration in the Regional Plan development process. Promoting social equity and environmental justice in regional planning efforts requires involvement from a wide variety of communities and stakeholders.

The Regional Plan PIP incorporates several approaches for SANDAG to reach low-income and minority groups and others that may face challenges participating in the planning process (such as non-English and limited English speakers, individuals with disabilities, and the elderly) to ensure that benefits and burdens are distributed equitably in the region. These techniques include multilingual outreach, public participation conducted in collaboration with community-based organizations, and community planning events that will reach out to communities with high concentrations of low-income or minority residents. SANDAG also will target organizations and media outlets representing these communities to offer information on the Regional Plan, solicit participation and input, and provide a means for communicating with members of these communities. Lists of these organizations and media outlets are included in the media list (Appendix A) and stakeholders list (Appendix B), and will be supplemented while the Regional Plan is under development based on requests from the public and SANDAG awareness of organizations that should be included.

The PIP complies with SANDAG Board Policy No. 025, Title VI of the federal Civil Rights Act of 1964 (42 U.S.C. 2000d), the Americans with Disabilities Act (as defined in Title 49, Part 37, of the United States Code), Executive Order 12898 on Environmental Justice, Executive Order 13166 on Limited English Proficiency, and other relevant laws and guidance to ensure consideration of social equity, environmental justice, and accessibility. SANDAG is committed to ensuring that no person is excluded from participation in, denied the benefits of, or discriminated against under its projects, programs or activities on the basis of race, color, creed, national origin, sex, age, or disability as provided in state and federal law.

Consistent with U.S. Department of Transportation guidance, SANDAG has developed a Language Assistance Plan (LAP) in order to ensure meaningful input opportunities for persons with limited English proficiency. The SANDAG LAP is available on the SANDAG website<sup>1</sup> and calls for SANDAG to translate certain vital documents, such as public notices, into Spanish. SANDAG may, at its discretion, translate documents into additional languages if the nature of the document and the character of the document's target audience justify additional translation. The LAP provides further guidance for serving limited English-speaking populations.

### **3.2 Tribal Consultation**

SANDAG has a government-to-government framework in place with the tribal nations in the region based on consultation, cooperation, and collaboration. Tribal nations have a voice in the decision-making process in regional planning which is outlined in the SANDAG PPP. For the 2021 Regional Plan, SANDAG will coordinate with tribal nations through the Southern California Tribal Chairmen's Association (SCTCA), SANDAG Board of Directors, the Borders Committee, the Transportation Committee, and the Interagency Technical Working Group on Tribal Transportation Issues. A Tribal Consultation Plan was developed and approved by both the SANDAG and SCTCA Boards in 2017 which will be enhanced through the 2021 Regional Plan process (Appendix C).

### **3.3 Coordination with Mexico**

SANDAG will coordinate with Mexico through the SANDAG Board of Directors, the Borders Committee, the Transportation Committee, and COBRO, as well as other groups conducting binational work and groups and organizations based in Mexico. SANDAG will engage these groups and conduct other outreach efforts, as needed, to include joint U.S.-Mexico planning collaboration. Some of these efforts will be conducted in Spanish and/or simultaneous translation services will be made available.

### **3.4 Collaboration with Military**

SANDAG will coordinate with various branches of the military throughout the development of the Regional Plan update via the SANDAG Board of Directors, the Regional Planning Committee, and the Regional Military Working Group. SANDAG will proactively engage these groups to address mutual planning interests including growth management, habitat, transportation, regional growth, housing, water, energy, and other related topics.

### **3.5 Coordination with California Metropolitan Planning Organizations, Air Quality, and Regional Transportation Planning Agencies**

SANDAG will collaborate and exchange information with the Southern California Association of Governments, other metropolitan planning organizations, and regional transportation planning agencies, as well as the California Air Resources Board, on the GHG emission reduction target-setting process and other SB 375 efforts. SANDAG will carry out air quality planning mandates in cooperation with the San Diego County Air Pollution Control District, including conducting interagency consultation for air quality conformity. In addition, SANDAG will coordinate with member agencies and other local governments to disseminate information about the plan development process and encourage public participation.

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<sup>1</sup> *Language Assistance Plan* (August 2015). [sandag.org/lap](http://sandag.org/lap)



#### 4.0 PUBLIC INVOLVEMENT PLAN ASSESSMENT

To assess the effectiveness of the Regional Plan PIP, SANDAG will analyze the results of public involvement efforts conducted at key milestones in the plan development process. These reviews will help SANDAG evaluate public involvement strategies and techniques, and make adjustments as needed. These reviews will include:

- A summary of all outreach efforts and input received
- A qualitative assessment of how effective the efforts to obtain input were (i.e., audiences or stakeholders reached, the type of input provided by the stakeholders needed for development of the Regional Plan, etc.)
- A quantitative assessment of the public involvement effort, including the number of meetings/ presentations/events participated in, website hits, number of survey responses, approximate number of people reached, number of comments received, and number of media contacts/ amount of media coverage
- Monitor and track the following public outreach metrics

**Table 1  
Outreach Performance Metrics for San Diego Forward: The Regional Plan**

Metric	Baseline – 2015 Regional Plan	Goal for 2021 Regional Plan
Public Workshops	19 workshops	Increase number of workshops by 10 percent
Pre-document consultation	8,227 individual remarks	5,000 individual remarks
Email subscribers	1,405 subscribers	Increase subscribers by 15 percent
Opportunities for engagement	<ul style="list-style-type: none"> <li>• Public workshops</li> <li>• Special topic/targeted workshops</li> <li>• Presentations to community groups</li> <li>• Public meetings (SANDAG Board, Policy Advisory Committees, working groups)</li> <li>• Draft documents available online</li> <li>• Online interactive activities to seek input (online surveys, comment cards, and videos)</li> <li>• Provide opportunity for interaction via social media</li> </ul>	<ul style="list-style-type: none"> <li>• Increase variety of platforms for public engagement by 15 percent</li> <li>• Hold at least one bilingual workshop in English and Spanish</li> <li>• Special topic/targeted workshops</li> <li>• Presentations to community groups</li> <li>• Public meetings (SANDAG Board, Policy Advisory Committees, working groups)</li> <li>• Draft documents available online</li> <li>• Online interactive activities to seek input (online surveys, comment cards, presentations, and videos)</li> </ul>

Metric	Baseline – 2015 Regional Plan	Goal for 2021 Regional Plan
Opportunities for engagement (continued)		<ul style="list-style-type: none"> <li>• Provide opportunities for interaction via social media (Facebook, Twitter, Instagram, and YouTube channels)</li> <li>• Conduct workshops streamed live via SDForward.com</li> </ul>
Web presence	<ul style="list-style-type: none"> <li>• Created dedicated project website</li> <li>• Sent 11 email updates</li> <li>• 1,404 average monthly unique page views on SDForward.com web page</li> <li>• Established project presence on social media (SANDAG Facebook, Twitter, and YouTube channels)</li> <li>• Provided five opportunities for comment/interaction on website</li> </ul>	<ul style="list-style-type: none"> <li>• Continue dedicated project website at SDForward.com</li> <li>• Send 10 email updates</li> <li>• Increase average monthly unique page views on SDForward.com web page by 10 percent</li> <li>• Expand project presence on social media (SANDAG Facebook, Twitter, Instagram, and YouTube channels)</li> <li>• Provide continuous opportunities for comment/interaction on website</li> </ul>
Engaging low income, minority, and senior populations	Fourteen grants awarded to CBOs to conduct outreach within communities of concern	<ul style="list-style-type: none"> <li>• Ensure that the CBO Outreach Network has representation from each of the most vulnerable communities indicated by Cal Enviroscreen</li> <li>• Increase resources provided to CBOs by 20 percent</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Military Working Group</li> <li>• Economic Stakeholder Outreach</li> <li>• Public Health Stakeholders Working Group</li> </ul>	Continue current partnerships for 2021 Regional Plan and engage youth and higher education students
Tribal Consultation	Prepared and implemented Tribal Consultation Plan with Tribal governments, SCTCA, and SANDAG Board of Directors	Prepare and implement Tribal Consultation Plan with Tribal governments, SCTCA, and SANDAG Board of Directors

## **5.0 CONNECT WITH SANDAG**

SANDAG is committed to a public involvement plan that includes opportunities for interaction with the Board of Directors, other elected officials, local planning and public works directors, business, community, and education leaders, other key stakeholders, and the general public. Public workshops, meetings, and other outreach efforts provide forums for input and feedback on SANDAG policy, program, project, and funding decisions.

*Contact SANDAG Regarding the PIP or San Diego Forward: The Regional Plan*

For up-to-date news and materials related to the Regional Plan, visit [SDForward.com](http://SDForward.com) and sign up to receive email updates at [SDForward.com/subscribe](http://SDForward.com/subscribe). The website serves as the information portal for all news, community events, and reports related to the plan. Or call (619) 699-1950 or write to Regional Plan at 401 B Street, Suite 800, San Diego CA, 92101.

*Contact Our Public Information Office*

The public information office operates on a compressed work schedule and is open to the public nine days every two weeks, 8 a.m. to 5 p.m. daily, with every other Monday designated as the office closure day. You can reach the public information officer by phone at (619) 699-1950, by email at [pio@sandag.org](mailto:pio@sandag.org), or by visiting SANDAG at 401 B Street, Suite 800, San Diego, CA 92101. View a [calendar](#) of office closures.

*Get on Our Contact Lists*

SANDAG maintains email, text, and mailing lists so we can provide information to those who request it. Contact SANDAG at [pio@sandag.org](mailto:pio@sandag.org) or (619) 699-1950 to be added to our contact lists.

*Visit [sandag.org](http://sandag.org)*

The comprehensive SANDAG website is your resource for regional information, project updates, meeting schedules and agendas, and reports and other publications. SANDAG periodically posts surveys and promotes opportunities for online input.

*View Our Calendar*

Visit [sandag.org/calendar](http://sandag.org/calendar) for a comprehensive monthly calendar of all Board of Directors and Policy Advisory Committee meetings, working group meetings, ad hoc meetings, public workshops, and more. These meetings are open to the public and agendas are typically posted seven days in advance of the meeting. Meetings related to the Regional Plan also may be listed on the [SDForward.com](http://SDForward.com) site.

*Listen Live to SANDAG Meetings*

Most SANDAG Board and Policy Advisory Committee meetings are broadcast via a live audio stream available on the [sandag.org](http://sandag.org) home page. For a complete list of meetings, dates, times, and agendas, visit [sandag.org/meetings](http://sandag.org/meetings).

*Sign Up to Receive the SANDAG Region eNewsletter*

To subscribe to Region, the SANDAG free monthly eNewsletter, go to [sandag.org/subscribe](http://sandag.org/subscribe). Each month you will receive information to keep you updated on what's happening in the San Diego region with regard to transportation planning and construction, environmental management, housing, open space, growth, energy, criminal justice, binational topics, and more. To read the latest edition of Region, visit [sandag.org/region](http://sandag.org/region).

*Connect with Us Through Social Media*

Stay informed and get involved in the region's decision-making process. Find us on Facebook, Instagram, and YouTube at SANDAGregion, and follow us on Twitter @SANDAG.

*Visit Our Additional Websites*

SDForward.com  
sandag.org  
KeepSanDiegoMoving.com  
511sd.com  
SBXthe125.com  
iCommuteSD.com  
ShiftSanDiego.com  
GObyBIKEsd.com

**APPENDIX A: REGIONAL PLAN MEDIA LIST**

This list is intended to give a general sense of the media outlets SANDAG will disseminate information to regarding the regional plan development process and public involvement opportunities. It will grow and evolve over time. Any additional media organizations identified during the process that may be interested in the regional plan will be added.

**A.1 San Diego County Media Outlets**

- Alpine Sun
- Asia Media
- Asian Journal Associated Press
- Beach & Bay Press
- BIA Builder Update Magazine
- Biz San Diego
- Borrego Sun Business Action Cal Regions
- Carlsbad Business Journal
- Carlsbad Patch
- Carlsbad Sun
- Carmel Valley News
- Chinese News
- Clairemont Community News
- CNS City
- Coast News Group
- Convisions
- Coronado Eagle & Journal
- Coronado Lifestyle Magazine
- CTN County Television Network
- Daily Journal
- Daily Transcript
- Del Mar-Carmel Valley Patch
- Del Mar Times
- Diamond Gateway Signature
- Diario San Diego
- East County Californian
- East County Gazette
- East County Herald News
- East County News
- El Latino
- El Semanario Deportivo
- Examiner
- Fact Magazine
- Filipino Press
- Fox 5 News
- Gay + Lesbian Times
- Good News, Etc.
- Heartland News
- Hi Sierran
- Hispanos Unidos
- Hoy San Diego
- Imperial Beach Eagle & Times
- Indian Voices
- Informant
- Julian Journal
- Julian News
- KBNT TV Channel 17
- KBZT FM
- KCBQ AM
- KCEO AM
- KCR AM
- KECR AM
- KEYC TV Channel 9
- KFMB AM
- KFMB FM
- KFMB TV
- KFSD AM
- KGB FM
- KGFN FM
- KGTV Channel 10
- KHTS FM
- KICO AM
- KIFM FM
- KIOZ FM
- KKSM AM
- KLNV FM
- KLQV FM
- KLSD AM
- KMYI FM
- KNSD TV (NBC 7/39)
- KOGO AM
- Korea Times
- KPBS FM

KPBS TV - S.D.S.U.  
 KPRZ AM  
 KQVO FM  
 KROP AM / KSIQ FM  
 KSCF FM  
 KSDO AM - Hi Favor  
 KSDS FM  
 KSON FM  
 KSWB/ Fox 5 News  
 KURS AM  
 KUSI TV  
 KUSS FM  
 KWST AM/KMXX  
 FM/KSEH FM  
 KXO AM/FM  
 KYXY FM  
 La Jolla Light  
 La Jolla Patch  
 La Jolla Village News  
 La Opinion  
 La Prensa San Diego  
 La Sonrisa Latina  
 Lemon Grove Patch  
 Mercury News  
 Mira Mesa/Scripps Ranch Sentinel  
 Mission Times Courier  
 Mission Valley News and Views  
 Navy Dispatch  
 NBC 739  
 North County Insider  
 North County Times  
 North County Voice  
 North Park News  
 Oceanside Magazine  
 Peninsula Beacon  
 Philippine Mabuhay News  
 The Philippines Today  
 Pomerado Newspaper Group  
 Poway Patch  
 Presidio Sentinel  
 Prime News  
 Ramona Home Journal  
 Ramona Patch  
 Ramona Sentinel  
 Rancho Bernardo News Journal  
 Rancho Bernardo Sun  
 Ranch & Coast Magazine  
 Rancho Santa Fe News  
 Rancho Santa Fe Review  
 Rental Owner  
 San Diego AP  
 San Diego Business Journal  
 San Diego Christian Examiner  
 San Diego Channel  
 San Diego City Beat  
 San Diego Commerce  
 San Diego Community Newspaper Group  
 San Diego Daily Transcript  
 San Diego Downtown News  
 San Diego Family Magazine  
 San Diego Home/Garden & Lifestyles  
 San Diego Jewish Journal  
 San Diego Lawyer  
 San Diego Living  
 San Diego Magazine  
 San Diego Metro Weekly  
 San Diego Metropolitan  
 San Diego Metropolitan Uptown Examiner  
 San Diego Monitor News  
 San Diego Newslite  
 San Diego Reader  
 San Diego Seniors  
 San Diego Uptown News  
 San Diego Union-Tribune  
 San Diego Voice & Viewpoint  
 San Diego's Learning Channel  
 San Marcos/Vista News  
 San Marcos Sun  
 Santee Patch  
 San Vicente Valley News  
 Sentinel Magazine  
 Solana Beach Sun  
 Star News  
 Tieng Viet San Diego  
 Tierra Times  
 Times of San Diego  
 Today's Local News  
 Tribal TANF newsletter  
 Uptown-Marquee  
 Valley Roadrunner Views  
 Village News  
 Vista Sun  
 Voice of San Diego  
 We Chinese In America

We Chinese In America Weekend  
XDTV 13  
XEPE AM  
XEWTV Televisa  
XHAS Telemundo 33 News  
XHRM FM  
XHTY Uniradio

XHTZ FM  
XPRS FM  
XLNC FM  
XLTN FM  
XPRS AM  
XSUR  
XTRA FM  
ZETA

## **A.2 Orange and Riverside Counties Media Outlets**

Los Angeles Times – zoned editions  
Orange County Business Journal  
Orange County Register  
Riverside Press Enterprise  
The Californian

## **A.3 Imperial County Media Outlets**

Imperial Valley Press

## **A.4 Tijuana Media Outlets**

Baja Times  
El Mexicano  
El Sol de Tijuana  
En Linea Tijuana  
Frontera  
La Prensa  
Mi Enlace  
Periodico El Latino  
Tijuana Press  
Zeta Tijuana

## **APPENDIX B: REGIONAL PLAN STAKEHOLDERS LIST**

This list is intended to give a general sense of the stakeholders SANDAG will seek to involve in the process of developing the Regional Plan. The list includes individuals and organizations that expressed interest during the initial outreach process that SANDAG conducted to inform the writing of this PIP, as well as those involved in the development of the 2015 Regional Plan and other outreach efforts SANDAG has conducted. This list should be considered partial, and it will grow and evolve over time. Any additional stakeholders identified during the process that may be interested in the Regional Plan will be added to this list.

AARP San Diego  
Able-Disabled Advocacy  
Accessible San Diego  
Access to Independence  
Adams Avenue Business Association  
AECOM  
All Congregations Together  
Alliance for Habitat Conservation Alpha Project  
Alpine and Mountain Empire Chamber of Commerce  
Alta Planning & Design  
Alzheimer's and Aging Research Center  
American Institute of Architects, San Diego  
American Institute of Architects, San Diego, Urban Design Committee  
American Lung Association of San Diego  
American Planning Association, San Diego Section  
American Society of Landscape Architects  
Apartment Consultants Inc.  
Asian Business Association of San Diego  
Asset Management Group  
Associated General Contractors of America  
Association of Environmental Professionals San Diego  
Automobile Club of Southern California  
Azalea Park Neighborhood Association  
Bankers Hill/Park West Community Association  
Barratt Group  
Barrio Logan College Institute  
Barrio Logan Project Area Committee  
Bayside Community Center  
Bayview Community Development Corporation BIOCUM  
Black Mountain Ranch Community Planning Group  
Bonita Business and Professional Association  
Bonsall Chamber of Commerce  
Bonsall Community Sponsor Group  
Borrego Springs Chamber of Commerce  
Borrego Springs Community Sponsor Group  
BRIDGE Housing Corporation - Southern California  
Bronze Triangle CDC  
Brookfield San Diego Holdings



Building Industry Association San Diego  
Building Owners and Managers Association  
California Air Resources Board  
California Center for Sustainable Energy  
California Coastal Coalition  
California Coastal Commission  
California Department of Housing and Community Development  
California Department of Transportation  
California Native Plant Society San Diego  
California Nevada Cement Association  
California Sustainability Alliance  
California Trucking Association  
California Public Utilities Commission  
CALPIRG  
Cal-Prop Investments & Management  
Campaign for Affordable Housing  
Capital Growth Properties Inc.  
Cardiff 101 Main Street  
Cardiff-By-The-Sea Chamber of Commerce  
Cardiff School District  
Carlsbad Chamber of Commerce  
Carlsbad Economic Development Division  
Carmel Mountain Ranch Community Committee  
Carmel Valley Community Planning Board  
Carmel Valley NOW!  
Casa Familiar  
Cassidy Turley BRE Commercial  
Catalyst Network  
CB Richard Ellis Inc.  
CDC Commercial Real Estate  
Center for Supportive Housing  
Center on Policy Initiatives  
Central San Diego Black Chamber of Commerce  
Centre City Advisory Committee  
Century 21 Horizon  
Cherokee Point Neighborhood Association  
Chicano Federation  
Chula Vista Chamber of Commerce  
Chula Vista Community Collaborative  
Chula Vista Growth Management Oversight Committee  
Circulate San Diego  
Citizens Coordinate for Century 3  
City Heights Business Association  
City Heights Community Development Corporation City Heights PAC  
City of Carlsbad  
City of Chula Vista  
City of Coronado  
City of Del Mar  
City of El Cajon

City of Encinitas  
City of Escondido  
City of Imperial Beach  
City of La Mesa  
City of Lemon Grove  
City of National City  
City of Oceanside  
City of Poway  
City of San Diego  
City of San Marcos  
City of Santee  
City of Solana Beach  
City of Vista  
City of San Diego's Committee on Smart Growth and Land Use  
City of San Diego Disabled Services Advisory Council  
City/County Reinvestment Task Force  
CityMark Development  
Civic San Diego  
Clairemont Town Council  
Coalition of Neighborhood Councils College Area Community Planning Board  
Colliers International  
Commercial Facilities Inc.  
Community Associations Institute, San Diego Chapter  
Community Catalysts of California  
Community HousingWorks  
COMPACT  
ConAm  
Consulate General of Mexico  
Corky McMillin Companies  
Cornerstone Property Management  
Coronado Chamber of Commerce  
Corporation for Supportive Housing  
County and City Libraries  
County of San Diego  
County of San Diego Department of Public Works  
County of San Diego Health and Human Services Agency Covey Commercial  
CrossBorder Business  
Cushman & Wakefield, Inc.  
CW Clark  
Deaf Community Services  
Del Mar Chamber of Commerce  
Del Mar Community Planning Board  
Del Mar Mesa Community Planning Board  
Department of Defense  
Department of Homeland Security  
Dimex Freight  
Dole Food Company  
Downtown San Diego Partnership  
DR Horton

Eagle Aggregates  
East County Action Network  
East County Economic Development Corporation  
Eastern Area Communities Planning Committee  
ECP Commercial  
El Cajon Business Improvement Association  
El Cajon Community Collaborative  
El Cajon Community Development Corporation  
Elder Housing Complexes  
Encanto Neighborhoods Community Planning Group  
Encinitas Chamber of Commerce  
Encinitas Union School District  
Endangered Habitats League  
Environmental Health Coalition  
Environmental Protection Agency  
Equinox Center  
Escondido Chamber of Commerce Environmental Science and Policy - UCSD  
Evanco Realty Advisors Inc.  
Fairmont Park Neighborhood Association  
Fallbrook Chamber of Commerce  
Fallbrook Community Planning Group  
Family Health Centers of San Diego  
Family Resource Center  
FedEx Corporation  
Federal Highway Administration  
Filipino-American Chamber of Commerce of San Diego  
Friends of Adult Day Health Care Centers  
Friends of Rose Canyon  
Friends of Tecolote Canyon  
Friends of the San Diego River Mouth  
Federal Highway Administration  
Federal Transit Administration  
Gaslamp Quarter Association  
Gateway Property Management  
Gay and Lesbian Chamber of Commerce  
Golden Hill Community Development Corporation  
Golden Triangle Chamber of Commerce  
Greater Clairemont Chamber of Commerce  
Greater Clairemont Mesa Chamber of Commerce  
Greater Golden Hill CDC  
Greater Golden Hill Planning Committee  
Greater San Diego Business Association  
Green Campus Program - UCSD  
Grossmont Cuyamaca Community College District  
Grossmont Union High School districts  
Hallmark Communities  
Hidden Meadows Community Sponsor Group  
Grossmont Union High School District  
HNTB Corporation

Housing Development Partners of San Diego  
Housing You Matters  
Hughes Marino  
I Love A Clean San Diego  
IBI Group  
ICLEI – Local Governments for Sustainability USA  
Inland Pacific Commercial Properties  
International Energy Agency  
International Rescue Committee, San Diego  
International Union of Operating Engineers Local 12  
Imperial Beach Chamber of Commerce  
Imperial County  
Imperial Valley Economic Development Corporation  
Industrial Environmental Association of San Diego  
Inland Pacific Commercial Properties  
International Rescue Committee, San Diego  
International Union of Operating Engineers Local 12  
Investment Property Management Group Inc.  
Irving Hughes  
It's How We Live  
J. Whalen and Associates  
Jacobs Family Foundation  
JHD Planning  
Jones Lang LaSalle  
Julian Chamber of Commerce  
Justice Overcoming Boundaries  
Juvenile Diabetes Association of San Diego  
Kearny Mesa Planning Group  
Kensington-Talmadge Business Association  
Ken-Tal Planning Committee  
Kimball Elementary School  
Kiwanis of San Diego  
KM Realty Inc.  
Laborers International Union  
La Jolla Community Planning Association  
La Jolla Golden Triangle Rotary Club  
La Jolla Shores Association  
La Jolla Town Council  
La Jolla Traffic and Transportation Board  
La Jolla Village Community Council  
Lakeside Chamber of Commerce  
La Maestra Community Health Centers  
La Mesa Chamber of Commerce  
La Mesa Adult Enrichment Center  
La Mesa Spring Valley School District  
League of Conservation Voters, San Diego  
League of Women Voters  
Ledford Enterprises, Inc.  
Lee and Associates, Inc.

Lemon Grove Chamber of Commerce  
Linda Vista Collaborative  
Linda Vista Community Planning Committee  
Little Italy Association  
Little Italy Residents Association  
Local Agency Formation Commission  
MAAC Project  
Meissner Jacquet Investment Management Services  
Melroy Property Management  
Metropolitan Transit System  
Mid-City Community Action Network  
Mid-City Rotary Club  
Midway Community Planning Advisory Committee (North)  
Mira Costa College  
Mira Mesa Chamber of Commerce  
Miramar Ranch North Planning Committee  
Mission Beach Town Council  
Mission Hills Town Council  
Mission Valley Unified Planning Organization  
NAACP San Diego Youth Council  
NAIOP Commercial Real Estate Development Association - San Diego  
National Association of Hispanic Real Estate Professionals  
National City Chamber of Commerce  
National City School District  
National Latino Research Center, California State University of San Marcos  
National University System Institute for Policy Research  
Navajo Community Planners, Inc.  
Neighborhood House Association  
Nile Sisters Development Initiative  
North Bay Redevelopment PAC  
North County Eco Alliance  
North County Transit District  
North Park Community Association  
North Park Main Street  
North Park Planning Committee  
North San Diego Chamber of Commerce  
North San Diego County Association of Realtors  
North San Diego County NAACP  
Ocean Beach Community Development Corporation  
Ocean Beach Town Council  
Oceanside Chamber of Commerce  
Oceanside Planning Commission  
Oceanside Unified School District  
Old Town Community Planning Committee  
Old Town San Diego Chamber of Commerce  
Olivewood Gardens  
Operation Samahan  
Otay Mesa Chamber of Commerce  
Otay Mesa Nestor Community Planning Group

Otay Mesa Planning Group  
Pacific Beach Community Planning Committee  
Pacific Beach Town Council  
Pacific Coast Commercial  
Pala-Pauma Community Sponsor Group  
Paradise Valley Hospital  
Parent Institute for Quality Education (PiQUE)  
Peninsula Chamber of Commerce  
Peninsula Community Planning Board  
Penn State University  
Point Loma Association  
Poway Chamber of Commerce  
Prescott Companies  
Professional HOA Consultants, Inc.  
Psomas Engineering  
Quality of Life Coalition  
Radelow Gittins  
Rail America  
Rainbow Community Planning Group  
Ramona Chamber of Commerce  
Rancho Bernardo Planning Community  
Rancho San Diego - Jamul Chamber of Commerce  
Rancho Santa Fe Association  
Rapid Transfer Xpress  
RBF Consulting, Inc.  
Real Property Management, Inc.  
Regional Task Force on the Homeless  
RISE San Diego  
Rotary Club of San Diego – Youth Service  
Rotary District 5340 – Youth Exchange  
Sabre Springs Planning Group  
Samahan Community Health Center  
San Diego 350  
San Diego American Planning Association  
San Diego and Imperial Counties Labor Council, AFLCIO  
San Diego Apartment Association  
San Diego Archaeological Society  
San Diego Association of Realtors  
San Diego Audubon Society  
San Diego Bicycle Coalition  
San Diego Building and Construction Trades Council  
San Diego Business Improvement District Council  
San Diego Canyonlands  
San Diego Capital Collaborative  
San Diego County Air Pollution Control District  
San Diego City College Associated Students  
San Diego Coastal Chamber of Commerce  
San Diego Coastkeeper  
San Diego Community College District

San Diego Community Housing Corporation  
San Diego Convention & Visitors Bureau  
San Diego Convention Center Corporation  
San Diego Council of Design Professionals  
San Diego County Aging and Independence Advisory Council  
San Diego County Air Pollution Control District  
San Diego County Archaeological Society  
San Diego County Bicycle Coalition  
San Diego County Farm Bureau  
San Diego County Hispanic Chamber of Commerce  
San Diego County Regional Airport Authority  
San Diego County Taxpayers Association  
San Diego County Water Authority  
San Diego Countywide Alliance of Tenants  
San Diego Downtown Partnership  
San Diego East County Chamber of Commerce  
San Diego Fair Housing Council  
San Diego Foundation  
San Diego Habitat for Humanity  
San Diego Housing Commission  
San Diego Housing Federation  
San Diego Interfaith Housing Foundation  
San Diego Jewish Chamber of Commerce  
San Diego Local Initiatives Support Corporation  
San Diego North Chamber of Commerce  
San Diego North Convention and Visitors Bureau  
San Diego North Economic Development Council  
San Diego Organizing Project  
San Diego Redevelopment Agency  
San Diego Regional Center  
San Diego Regional Chamber of Commerce  
San Diego Regional Economic Development Corporation  
San Diego Regional Sustainability Partnership  
San Diego River Coalition  
San Diego River Conservancy  
San Diego River Park Foundation  
San Diego Senior Games Association  
San Diego Sierra Club  
San Diego State University Center for Regional Sustainability  
San Diego Tourism Authority  
San Diego Unified Port District  
San Diego Urban Economic Corporation  
San Diego Urban League  
San Diego Workforce Partnership  
San Diego World Trade Center  
San Diego Youth and Community Services  
San Diego Youth Commission  
San Dieguito Planning Group  
San Dieguito River Park

San Dieguito River Valley Conservancy  
San Dieguito Union High School District  
San Marcos Chamber of Commerce  
San Ysidro Business Association  
San Ysidro Chamber of Commerce  
San Ysidro Community Planning Group  
Santee Chamber of Commerce  
Save Our Forest and Ranchlands  
Scripps Health  
Scripps Miramar Ranch Planning Group  
SDSU Associated Students  
SDSU City Planning Department  
Sempra Utilities  
Senior Community Centers  
Serra Mesa Planning Group  
Shea Homes  
Sherman Heights Community Center  
Sierra Club San Diego  
Sierra Club – North County Group  
Skyline-Paradise Hills Planning Committee  
Social Services Transportation Advisory Council  
Save Our Forest and Ranchlands  
Solana Beach Chamber of Commerce  
Solar Turbines  
Solana Beach Chamber of Commerce  
Solana Beach Cycling Club  
South Bay Community Services  
South County Economic Development Council  
Southeastern San Diego Planning Group  
Southern California Housing Development Corporation  
Southern California Tribal Chairmen’s Association  
Southwestern College  
Spectrum Management  
Spring Valley Chamber of Commerce  
Spring Valley Youth and Family Coalition  
St. Vincent de Paul  
State Farm Insurance  
Student Sustainability Collective - UCSD  
Sunrise Property Management  
Surfrider Foundation  
Sustainable SDSU  
Sweetwater ASB Teamsters Union  
Swami’s Cycling Club  
Teralta West Neighborhood Alliance  
The Accretive Group of Companies  
The CSA Edge  
The Nature Conservancy, San Diego Office  
The Olson Co.  
Tierrasanta Community Council



Torrey Hills Community Planning Board Property Management Inc.  
Transcore  
Transit Alliance for a Better North County (TABNC)  
Transportation Corridor Agency  
Trilar Management Group  
Twin Oaks Valley Community Sponsor Group  
U.S. Green Building Council  
USD Sustainability Program  
UCSD Associated Students  
UCSD Sustainability Solutions Institute  
UCSD Systemwide Sustainability  
UCSD Urban Studies and Planning Department  
UCSD Transportation Services  
ULI San Diego/Tijuana Chapter Union of Pan Asian Communities  
University City Community Association  
University City Community Planning Group  
University City Planning Group  
University Heights Community Association Uptown Planners  
Urban Collaborative Project  
Urban League U.S. Department of Defense  
U.S. Department of Transportation  
U.S. Environmental Protection Agency  
USD Sustainability Program  
Valley Center Chamber of Commerce  
Valley Center Community Planning Group  
Veteran Affairs San Diego Healthcare System  
Vista Chamber of Commerce  
Vista Community Clinic  
Voit Companies  
Wakeland Housing & Development Corp.  
Watco Companies  
WildCoast  
Winzler and Kelly  
Women in Transportation Seminar  
Worldtrans  
YIMBY Democrats of San Diego County

## APPENDIX C: 2021 REGIONAL PLAN – TRIBAL CONSULTATION PLAN

1. Kick-off and Assessment
  - Convene an informational workshop on the content of San Diego Forward: The Regional Plan (Regional Plan) to establish familiarity with the existing Regional Plan and the role of tribal nations in the regional context.
  - Format: Specially convened meeting or incorporated into a Southern California Tribal Chairmen’s Association (SCTCA) Board meeting.
2. Convene Leadership Meetings between SANDAG and SCTCA
  - Engaging the tribal leaders in a smaller setting will enable the leadership to get to know each other prior to the San Diego Regional Tribal Summit (Summit) in April 2018 and facilitate a meaningful dialogue, which can inform the Tribal Consultation Plan for the 2021 Regional Plan, as well as other regional issues such as transportation funding strategies.
3. Policy Area Listening Sessions
  - Convene workshop(s) to discuss the tribal perspective on collaborative regional policy areas (non-transportation) identified in the Regional Plan including:
    - ▶ Cultural Resources      ▶ Economic Development
    - ▶ Energy                      ▶ Environmental Conservation
  - The sessions will gather subject matter experts from as many of the tribes as possible to meet with SANDAG subject matter experts and generate a dialogue on issues of common concern and potential collaborative strategies for consideration.
  - The results will be brought to the SCTCA Board and SANDAG Borders Committee for discussion, and incorporated into the Summit policy paper.
4. Transportation Issues Collaboration
  - The Interagency Technical Working Group on Tribal Transportation Issues (Working Group) will serve as the Advisory Group for the transportation elements of the Regional Plan and implementation of the *Intraregional Tribal Transportation Strategy* developed as a near-term action of the Regional Plan.
  - At key decision-making points for the 2021 Regional Plan, the Working Group will provide recommendations to the SCTCA for tribal consideration and relay this input to the SANDAG Transportation Committee through their representation on that Policy Advisory Committee.
  - The Working Group will provide a forum for action related to the transportation issues in the Regional Plan, including the inclusion of Long-Range Tribal Transportation Plans in the Regional Plan.

5. Develop Tribal Policy Paper for Regional Plan
  - Based on the outcomes of the policy workshop(s) and the Working Group, SANDAG/SCTCA staff will prepare a policy paper on the tribal perspective for the Regional Plan.
  - The paper will be taken to the SCTCA Board and Borders Committee for review and comment.
  - The policy paper will serve as the basis for discussion at the Summit.
6. Convene San Diego Regional Tribal Summit/Symposium
  - At a timely and meaningful moment in the process of developing the 2021 Regional Plan, the Summit/Symposium will be convened between the Boards of SANDAG and the SCTCA to discuss key policy issues for inclusion in the Regional Plan and a potential collaborative agenda.
  - At a timely and meaningful moment in the process joint meetings of the Borders Committee and the SCTCA will be convened to ensure tribal policy issues are taken into consideration in the development of the 2021 Regional Plan.
  - The discussion will include collaborative strategies and strategic actions that can be taken on identified policy issues.
  - The strategic actions agreed upon in the Summit/Symposium will be included in the Regional Plan, as well as issues of concern to tribal nations.
7. Incorporate Tribal Issues into the Draft Regional Plan
  - Collaborate on drafting Tribal Consultation Chapter and other tribal elements in the draft Regional Plan.
  - Incorporate strategic actions identified at the Summit/Symposium and joint Boards/SCTCA meetings.
8. Collaborate on outreach for Draft Regional Plan
  - The SCTCA will support outreach to all tribal nations to collect input/comments on the draft 2021 Regional Plan from their tribal communities.