

## 2020 ANNUAL REPORT



### ITOC Membership

- KAI RAMER\***  
Chair Licensed Engineer
- MICHAEL KENNEY\*\***  
Vice Chair Civil/Traffic Engineer
- BRAD BARNUM\*\***  
Construction Project Management
- DUSTIN FULLER\*\*\*\***  
Biology/Environmental Science
- STEWART HALPERN\*\*\*\***  
Public Finance
- GREGG SADOWSKY\***  
Real Estate/Right of Way

### Recent Appointments

- Selected May 2020
- SUNNIE HOUSE\*\***  
Private Sector/CEO
- LES HOPPER\*\*\*\*\***  
Licensed Engineer

\*Term ends May 2020  
 \*\*Term ends May 2021  
 \*\*\*Term ends May 2022  
 \*\*\*\*Term ends May 2023  
 \*\*\*\*\*Term ends May 2024

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#TransNetSD

### Letter From The ITOC Chair

It is the mission of the Independent Taxpayer Oversight Committee, or ITOC, to provide the public with an extra level of accountability for how taxpayer funds raised by *TransNet* are spent; to help ensure that all mandates under the Ordinance are carried out; and to develop recommendations for improvements to the program's financial integrity and performance. The ITOC is the taxpayer's advocate when it comes to the *TransNet* enterprise. Perhaps the most significant tool the ITOC has to measure its progress—and advance accountability to the public—is the Triennial Performance Audit. We call it the TPA. We begin this year's Annual Report by detailing the scope of our next TPA in 2021—the fifth TPA that the ITOC, along with an independent auditor, has performed. You'll see an overview and other basic details, as well as a detailed but easy-to-read review of what the TPA will actually examine—task by task. We wrap things up with a few more important points. We think this will give people a clear understanding of what they can expect from our next Triennial Performance Audit.

Immediately following this, on page 7, is a two-page progress report on recommendations developed as part of our fourth TPA, completed in 2018.

Our Annual Report also includes a "Special Note," on page 2, which discusses SANDAG's new vision for transportation in our region, ongoing *TransNet* work as SANDAG develops its 2021 Regional Plan, and a budget amendment approved by the SANDAG Board of Directors last fall that will inject hundreds of millions of dollars—including *TransNet* tax proceeds—into transportation projects over the next five years. In this Annual Report you'll also find: a review of our annual fiscal and compliance audit, funding highlights for the *TransNet* program, updates on numerous *TransNet*-funded projects around the region, and a list of activities and accomplishments over the past year.

As this Annual Report is being published, the coronavirus pandemic is severely impacting the regional economy, and the full repercussions on *TransNet* revenues are still unknown. They will depend on how long people remain under social isolation, the depth of the impending recession, and how fast the economy recovers. The economic sectors being hit hardest in our region include tourism, retail, restaurants, real estate, entertainment, and personal services such as hair and nail salons—and collectively these sectors represent about 34 percent of all employment in the region.

As we face these challenges and pursue our ongoing goals, I thank you for your interest and participation in this important ongoing effort to make our region a better place to live—for all of us and all those who will come after us. To learn more about what the ITOC does and how you can get involved, visit [sandag.org/itoc](http://sandag.org/itoc).

Kai Ramer, ITOC Chair

The *TransNet* Ordinance and Expenditure Plan was originally approved by San Diego County voters for 20 years, from 1988 to 2008. In November 2004, voters approved an extension of *TransNet* to 2048.

Revenue from the half-cent sales tax is leveraged with funds from federal, state, and other local sources along with borrowings against future revenue. Together, these resources pay for highway, transit, and bike/pedestrian improvements, as well as smart growth and environmental conservation across our region.

The *TransNet* Extension Ordinance and Expenditure Plan, passed in November 2004, required the formation of an Independent Taxpayer Oversight Committee (ITOC). The ITOC is composed of volunteer citizens who focus on three primary functions:

- Providing an enhanced level of accountability for the expenditure of funds under the Plan;
- Helping to ensure that all Ordinance mandates are carried out as required; and
- Developing recommendations for improving the financial integrity and performance of the program.

### Advancing To 2021 & Beyond – A Special Note

When it comes to transportation, our region is on the cusp of transformational change. That word—transformational—is often overused. But it's hard to overstate just how bold the vision is for the San Diego region. The San Diego Association of Governments (SANDAG) is developing that vision as the agency advances toward a new Regional Plan in 2021. The Regional Plan, still in development, will be guided by five initiatives that SANDAG has called “5 Big Moves.” These 5 Big Moves are essentially strategies for completely re-thinking how we get around in our region. “Complete Corridors” integrate multiple modes of travel along our busiest travel routes, making them more efficient and more sustainable as the region grows. “Transit Leap” creates a complete network of high-speed, high-capacity, and high-frequency transit that connects residential areas with employment centers and local attractions—making public transit not only a real option for many people but a preferred one. “Mobility Hubs” are built as places of connectivity, situated close to where people live and work, where different travel options—including walking, biking, transit, and shared mobility – come together. “Flexible Fleets” builds on the popularity of shared mobility services, offering people shared vehicles of all types. “Next OS” is the brain of the entire transportation system, efficiently connecting people with the modes of transportation they need throughout their day.

The *TransNet* projects in progress and planned for the future are closely aligned with this emerging vision of mobility in our region. The Mid-Coast Trolley project, improvements farther north along I-5 in Encinitas, a vast network of bikeways throughout the region, and a historic new port of entry are among the most visible first steps toward realizing this new vision. Other *TransNet* projects will also help our region achieve the goals that will be set out in the 2021 Regional Plan—including increasing mobility for more people while also decreasing the number of people who choose to drive alone, and reducing greenhouse gas emissions throughout the region.

In October 2019, the SANDAG board took a big step toward advancing 30 projects spread throughout the region along 12 corridors when it approved a budget amendment that will add \$593.4 million to help pay for those projects over the next five years. The increase is expected to come in part from federal and state government funds, as well as other local formula funds. About \$130 million is anticipated from *TransNet*'s half-cent sales tax revenues. The adopted budget amendment earmarks about \$460 million for *TransNet* projects—even though \$330 million will be from non-*TransNet* sources. Among the *TransNet* projects expected to benefit from the budget amendment are the Central Mobility Hub providing new connections to San Diego International Airport and other regional destinations; new Carpool Lanes on I-5 in coastal North County; improvements along I-15 for high-speed transit; planning, design, and engineering work for high-speed transit along SR 52, SR 67, Rural SR 76, and Rural SR 78; and sound wall mitigation work along I-805 south between SR 54 and Palomar Street.

At the time this Annual Report was published, it is clear that the coronavirus pandemic has severely impacted the regional economy, and there will be direct consequences for *TransNet* revenues. While it is hard to predict what the future holds, it is clear that numerous economic sectors that the *TransNet* program relies on, including tourism and hospitality, are experiencing unprecedented hardships.

The *TransNet* enterprise will nevertheless continue striving to help our region achieve its goals for increased mobility and sustainable growth. There are nearly three decades remaining in the *TransNet* Extension Ordinance and Expenditure Plan, and as we wrote in this space last year, there is still a lot to plan for and a lot to build.

*TransNet* can be proud of how far it's come. The ITOC looks forward to working with SANDAG to achieve a shared vision for the region's future.

## The Big Picture

In FY 2021, which begins on July 1, the ITOC will conduct its fifth 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 are the audit's objectives?

- Assess the performance of *TransNet* recipients on the efficient delivery of *TransNet* projects and programs.
- Assess the efficiency and effectiveness of *TransNet* revenue expenditures.
- Identify any potential barriers to success and opportunities for process improvements.
- Assess the performance of the ITOC.

## Who conducts the audit?

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

## What does the TPA do?

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

## What time period will the audit review?

The three-year period between July 1, 2017 and June 30, 2020

## When will the fifth TPA be completed?

June 30, 2021



Pedestrian and bikeway enhancements highlight recent changes around Chesterfield Drive in Cardiff. These improvements were among many over the past year in the North Coast Corridor and GO by BIKE programs.



## The FY 2021 TPA will focus on ten areas, or tasks...

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### Task 1

#### Project Delivery

Evaluate the effectiveness and efficiency in developing and implementing the projects and programs described in the *TransNet* Extension Ordinance.

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### Task 2

#### Program Management

Update prior reviews of SANDAG's *TransNet* program management practices; evaluate whether sufficient management systems are in place to monitor, assess, control, and report on progress; and recommend any new, state-of-the-art approaches to program management that SANDAG should consider.

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### Task 3

#### Compliance

Update prior TPA reviews of SANDAG's approach to ensuring compliance with the Ordinance.

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### Task 4

#### Fiscal Responsibility

Update prior TPA reviews of SANDAG's fiscal responsibility relating to the *TransNet* program.

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### Task 5

#### Transparency and Accountability

Update prior TPA reviews of SANDAG's transparency and accountability in relation to the *TransNet* program, and recommend any additional "best practices" for transparency and accountability that SANDAG should consider adopting.



The Sweetwater Bridge along I-805 between National City and Chula Vista is being widened to increase existing shoulder and lane widths. Work began in 2019 and is scheduled for completion in 2022.



## The FY 2021 TPA will focus on ten areas, or tasks... (Continued)

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### Task 6

#### Follow-up

Review progress made on implementing recommendations from the fourth TPA. Include updated target completion dates for open items, along with explanations for and assessments of the reasonableness of any delays. Assess compliance with the Plan of Excellence.

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### Task 7

#### Impact of Implementation of AB 805

Assess whether there have been, or may be, any unintended consequences of the change in the SANDAG Board governance structure.

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### Task 8

#### In-Depth Review of Safety

Review remediation efforts in response to the negative trend in bicycle/pedestrian safety statistics reported in the fourth TPA. Assess system capacity for emergency evacuations – particularly in inland areas of the region vulnerable to wildfires.

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### Task 9

#### Deep Dive Into the *TransNet* Regional Bikeway Early Action Program

Review progress to date, and assess the causes of delays.

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### Task 10

#### Review of the ITOC

Review and assess the changes in term-length which have been implemented. Review the professional skills requirements, and compare with other relevant ITOCs.



The LOSSAN rail corridor is the second busiest intercity rail corridor in the nation supporting commuter, intercity, and freight rail services. During the next 20 years, SANDAG plans to construct nearly \$1 billion in improvements in the San Diego segment, including a primary effort to double track the corridor from Orange County to Downtown San Diego.



A bike rider shares a San Diego city crosswalk with a pedestrian and her canine friend. Expanding active transportation is a major goal of the *TransNet* program.



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## What will the completed audit deliver?

1. Entrance and exit meetings
2. Listing of interviewees, schedule, and summaries of interviews and site visits
3. Proposed Work Plan, including 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. Memorandum outlining recommendations for potential analysis as part of future performance audits

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## What will not be reviewed by the audit?

The scope of work for the last four TPAs was broad, and resulted in a sweeping look at all *TransNet* areas. In contrast, the FY 2021 TPA will offer a more narrowly focused review of fewer areas. This will allow a more in-depth analysis of areas that the ITOC wants the performance auditor to review. The ITOC will work closely with its auditor to ensure that minimal reviews will be conducted of areas that have been extensively reviewed in the past and were found to be successfully functioning.

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## 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.

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## The fifth TPA, the upcoming Regional Plan, and future audits

The ITOC acknowledges that SANDAG is currently in a state of great change: the agency has a new Executive Director, it is restructuring its organization, and it is developing a bold new transportation vision for the 2021 Regional Plan, scheduled for adoption in the fall of 2021. This new Regional Plan will influence the implementation of many recommendations from the most recent TPA. Therefore, while the ITOC auditing firm would review progress related to former audit recommendations, a more in-depth review of certain recommendations from the fourth audit will be the focus of future audits -- and not the FY 2021 audit.

### Feedback or suggestions?

Contact the ITOC at [ITOC@sandag.org](mailto:ITOC@sandag.org)

## Background

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 of SANDAG and partner agencies involved in the implementation of *TransNet*-funded projects and programs to provide recommendations for improvement. The most recent Triennial Performance Audit<sup>1</sup> and recommendations<sup>2</sup> were conducted in FY 2018, and the next performance audit is scheduled for FY 2021.

## Implementation Status

Implemented
  In progress
  Upcoming

### TransNet Financing

To support the *TransNet* capital improvement program, SANDAG regularly adopts a Plan of Finance (POF)—a continually updated document focused primarily on the next five to seven years.

- Ensure the Plan of Excellence and its seven-point modeling plan are implemented
- Enhance the POF process and information provided to decision-makers by:
  - Leveraging historical data and previous POFs
  - Developing a process or policy for more frequent reporting
  - Continuing efforts to increase the transparency of sales tax revenue forecasts
- Monitor *TransNet* revenues and debt service obligations against needed growth projections
- Identify methods to assess options, if needed, to delay, eliminate, or reduce scope of projects
- Monitor and report on the impacts of changing transportation technologies on the transportation network and future *TransNet* projects
- Establish a formal structured protocol to review funding sources and uses occurring in the last 10 to 20 years of the *TransNet* Extension Program
- Monitor the *TransNet* Transit Operations Plan by comparing actual *TransNet* revenues and operating costs against the *TransNet* Transit Operations Plan projections

### Performance Framework

To measure outcomes, a structured performance framework will be put in place by implementing the following.

- Establish a comprehensive performance framework by:
  - Setting targets to measure *TransNet* performance against *TransNet* Extension Ordinance goals
  - Capturing performance outcome data related to safety metrics, pavement condition, and bridge condition for highways, local roadways, and bike and pedestrian modes
  - Conducting more robust analysis of cause and effect for all performance metrics
  - Providing regular performance-monitoring reports that consider past performance in relation to *TransNet* goals through quarterly updates
  - Considering allocating funding for additional performance-monitoring activities
- Explore and study public-private partnerships to integrate and summarize performance results
- Enhance the Story Map tool and *TransNet* project status listing or develop a different tool to capture project output details

### Major Corridor Capital Construction

A key goal of the *TransNet* major capital corridor construction program is to relieve congestion on the region's freeways by increasing capacity and improving safety for vehicular travel.

- Update and refine the project listing started in the 10-Year Look-Back Review to ensure all major corridor projects are tracked back to those in the *TransNet* Extension Ordinance
- Begin gathering data on whether the Construction Manager/General Contractor method is delivering on expectations for cost savings, efficiencies, better quality, or collaboration to solve problems:
  - Compare the proposed SANDAG metrics for assessing Mid-Coast Corridor project performance to the performance metrics and practices used by Caltrans
  - Address recent survey comments related to possible schedule impacts from project activities in addition to the perceived higher value of change orders
- Gather and store documents to support "benefit" statistics tracked for the North Coast Corridor and the Mid-Coast Corridor

<sup>1</sup> The 2018 Triennial Performance Audit

<sup>2</sup> Update on [Implementation of Recommendations](#) as of March 2020, Item 10, attachment 1

## Implementation Status *(Continued)*

Implemented
  In progress
  Upcoming

### Local Streets and Roads

*Measure road pavement condition, expand and include performance measurement of outcome data, and reevaluate 70/30 split for congestion relief, maintenance requirements, and bicycle and pedestrian accommodations.*

- Revisit the *TransNet* Extension Ordinance congestion-relief and maintenance split to be more relevant with local needs
- Continue to monitor compliance with SANDAG Board Policy No. 031, Rule 21, by:
  - Following up on the results from the Board Policy No. 031, Rule 21 evaluation conducted by SANDAG in 2014
    - » Use results from Board Policy No. 031, Rule 21 review to make identified changes to the Ordinance definitions and follow up on areas of noncompliance noted during the review
    - » Work with locals to determine a method to demonstrate compliance with Board Policy No. 031, Rule 21
    - » Amend or establish a SANDAG Board Policy to require local jurisdictions to track and report on the number of bike and pedestrian facilities implemented using *TransNet* funds
  - Conducting another review of local projects and considering whether any adjustments are warranted in light of the SANDAG Complete Streets Policy

### Transit Services

*SANDAG is the primary entity responsible for the *TransNet* Program; other entities cooperatively share responsibilities for managing and implementing projects and programs funded through *TransNet*.*

- Work together with the region's transit operators to analyze options offsetting the impact that subsidy disparities have on available funds for expanding transit services
- Continue to analyze major transit commute routes and services and report that commute times have improved or need improvement
- Regularly track and report on *TransNet* goals to increase services to seniors and persons with disabilities
- Collaborate with the operators to revisit the operating cost ceiling tied to changes in the Consumer Price Index

### Bike and Pedestrian Modes of Transportation

*Expand the bike network countywide and finish high-priority projects within a decade. This initiative involves approximately 40 projects totaling 77 miles of new bikeways.*

- Improve project-management practices and project delivery for the Bike Early Action Program projects by:
  - Finalizing and implementing the in-progress Regional Bikeway Program Management Plan
  - Using Dashboard data that tracks cause of delay to summarize lessons learned, identify and mitigate future preventable occurrences, and improve scheduled delivery of the remaining project
- Continue efforts to establish baseline data for bike and pedestrian volume to identify trends and set targets

### Environmental Mitigation Program

*Advance project mitigation packages to facilitate and expedite Early Action Program project delivery. Make stronger efforts to communicate performance toward environmental goals.*

- Establish a new Memorandum of Agreement with Caltrans, the California Department of Fish and Game, and the U.S. Fish and Wildlife Service
- Enhance the financing and use of *TransNet* funding for the Environmental Mitigation Program:
  - Review and update Environmental Mitigation Program (EMP) cost estimates
  - Consider the most efficient use of available funding and possible adjustments (completed)
  - Revisit the established economic benefit methodology to ensure calculation accuracy (completed)
- Make changes, as appropriate, to marketing efforts for the local streets and road mitigation bank
- Measure progress in meeting specific and detailed EMP goals, objectives, and action items

### Information and Transparency

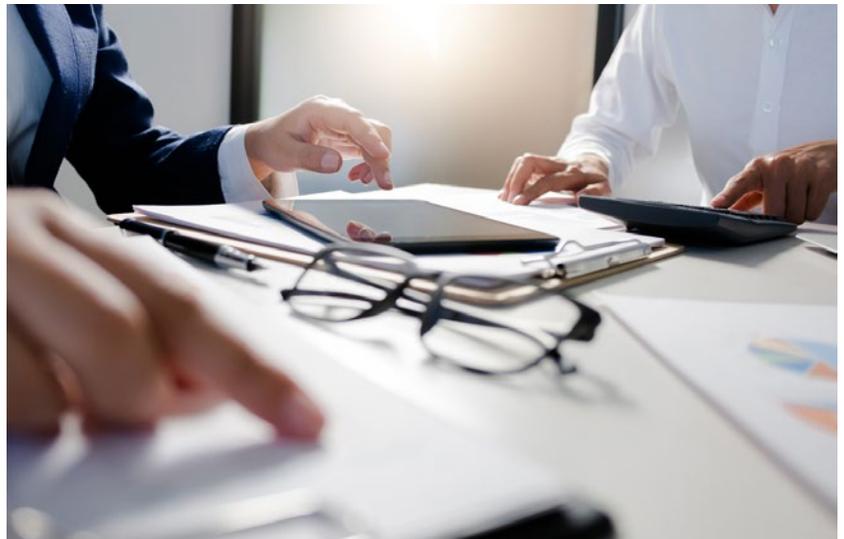
*Increase visibility of the *TransNet* Program and its contribution to the region.*

- Modify staff reports for SANDAG Board and other oversight committees
- Ensure that data on completed projects is maintained in the Dashboard
- Regularly report on implementation of *TransNet* Extension Ordinance goal
- Better link *TransNet* funding to project and program activities for general public awareness by:
  - More prominently featuring the *TransNet* logo on websites as well as other media
  - Revamping the SANDAG website to capture documents pertinent to *TransNet*

The *TransNet* Extension Ordinance requires recipients of *TransNet* funds to undergo an independent annual fiscal and compliance audit<sup>1</sup>. These audits are in the form of agreed-upon procedures (AUP), and include certain requirements of the Ordinance, SANDAG Board Policy, and requests of the ITOC. The ITOC is responsible for issuing an annual audit statement for each jurisdiction's compliance with these requirements. The [Summary of Results](#) and AUP reports for the year ended June 30, 2019, are available on the SANDAG website at [sandag.org/itoc](http://sandag.org/itoc). FY 2019 was the eleventh year that an audit of the recipient agencies was required under the Ordinance. Recipient agencies were generally in compliance with the major *TransNet* provisions with a few exceptions.

The audit noted the following key results:

- 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.
- All local street and road recipient agencies met their Maintenance of Effort (MOE) requirement, ensuring that *TransNet* revenues were used to augment and not supplant local revenues.
- All reporting agencies, except the City of Imperial Beach and the City of Poway, 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. Local Street and Road funds will be withheld from the City of Imperial Beach and the City of Poway, until the Director of Finance certifies that the cities are compliant.
- 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.
- Revenues collected by 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 Lemon Grove, City of Coronado and National City. These cities are in the process of collecting the shortfall.
- The North County Transit District (NCTD) and the Metropolitan Transit System (MTS) met their operator eligibility requirements for bus services. NCTD was not in compliance with the rail operator portion of the eligibility requirements. However, at the time of this report the SANDAG Board of Directors approved an adjustment to NCTD's annual calculation for operator rail eligibility requirements, as allowed by the Ordinance, thereby rendering the agency compliant.



<sup>1</sup> [FY 2019 Annual Fiscal and Compliance Audit](#)

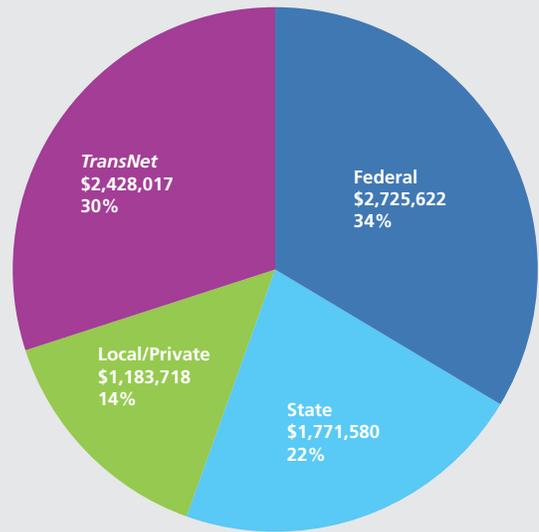
## TransNet Dollars, Compared with Other Sources

The 2018 Regional Transportation Improvement Program (RTIP) is a multi-billion dollar program of projects planned by SANDAG and jurisdictions throughout the county between FY 2019 and FY 2023. 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 only about 30 percent of the approximately \$8 billion projected between FY 2019 and FY 2023.

Source: 2018 Regional Transportation Improvement Program

**TransNet and Other Funds (\$000)– \$8 Billion  
FY 2019–FY 2023**

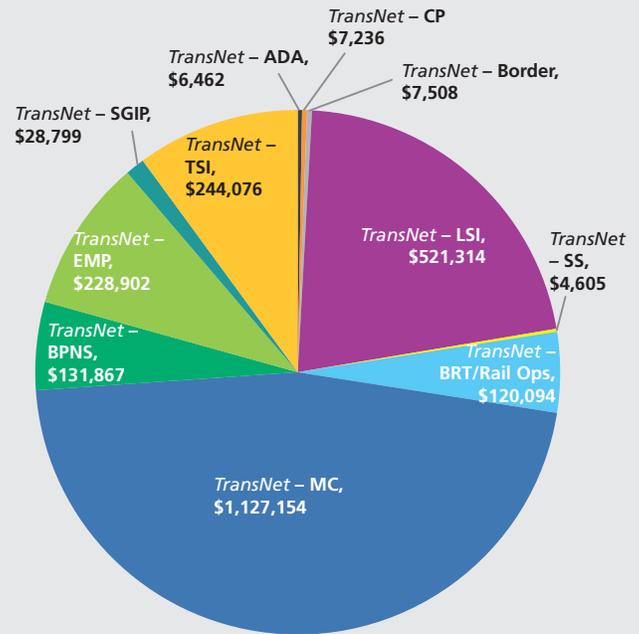


## TransNet Focuses Resources on Improving Major Corridors and Local Street Improvements

*TransNet* funding between FY 2019 and FY 2023 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 2019 and FY 2023, more than \$1.1 billion is earmarked for improving major corridors in the region such as I-5, I-15, and SR 78, while nearly \$521 million is planned for local street improvements. Meanwhile, more than \$244 million is planned for improving the regional transit system; more than \$120 million will go to Bus *Rapid* Transit and rail service; and nearly \$132 million is budgeted for bicycle, pedestrian, and neighborhood safety improvements. Almost \$229 million is earmarked for the region's environmental mitigation program.

Source: 2018 Regional Transportation Improvement Program

**TransNet Funding (\$000)– \$2.4 Billion  
FY 2019–FY 2023**



- ADA** – Americans with Disabilities Act
- BPNS** – Bicycle, Pedestrian and Neighborhood Safety
- BRT** – Bus *Rapid* Transit
- CP** – Commercial Paper
- LSI** – Local Street Improvements
- MC** – Major Corridor
- REMP** – Regional Environmental Mitigation Program
- SGIP** – Smart Growth Incentive Program
- SS** – Senior Services
- TSI** – Transit System Improvement

In FY 2020, the *TransNet* Extension Program saw major projects advance throughout the region. We highlight some of them here, and also offer snapshots of progress for numerous other transportation capital projects.

### Mid-Coast Trolley Extension



The Mid-Coast Trolley Extension winds past the VA Medical Center and through the UC San Diego campus (right and bottom) as it crosses I-5 and heads east toward the university community.

When completed in late 2021, the Mid-Coast Trolley project will extend the UC San Diego Blue Line Trolley 11 miles north along Interstate 5, from Downtown San Diego to UC San Diego and the university community. Also serving Mission Bay Park and the VA Medical Center, the \$2.1 billion project will feature nine new stations. It is projected to attract 21,000 new daily transit riders. Just over half the cost of the project is being funded by *TransNet*, the regional half-cent sales tax for transportation. The remainder is being funded by the federal government.

In FY 2020 the project continued to reshape landscapes along I-5. The Trolley bridge now spans I-5 south of Nobel Drive, one of two locations where the Trolley will travel over the freeway. Additionally, all major concrete pours were completed to form the full length of elevated guideway, and the temporary support structures known as falsework have been removed throughout the entirety of the project. Among the many activities underway, construction began in January 2020 on the Nobel Drive Trolley Station parking structure, construction of the Trolley underpass at La Jolla Colony Drive is anticipated to be complete in May 2020, construction of the Trolley stations continues to progress, and underground communication and electrical systems work continues within the railroad right-of-way between Old Town and Downtown San Diego.

The Mid-Coast Trolley Extension project is the third “lockbox” project of three that will soon be completed – fulfilling a key promise to voters to give priority to all uncompleted projects under the original *TransNet* Ordinance and Expenditure Plan.



## North Coast Corridor Program



Interstate 5 traffic in Encinitas is diverted in the spring of 2020 as crews work to demolish the old bridge over San Elijo Lagoon.

The \$6 billion North Coast Corridor Program includes highway, rail, environmental, and coastal access improvements along the 27-mile I-5 corridor connecting Oceanside, Carlsbad, Encinitas, Solana Beach, Del Mar, and North San Diego.

In FY 2020, progress included ongoing work on a new highway bridge over the San Elijo Lagoon, bike and pedestrian facilities at the Encinitas Boulevard and Santa Fe Drive/I-5 undercrossings, and carpool lanes from Manchester Avenue to Palomar Airport Road. In March 2020, crews began the demolishing and dismantling the original I-5 highway bridge over San Elijo Lagoon and Manchester Avenue. Construction of four new Express Lanes along I-5 (two in each direction) also progressed, and work on sound walls will continue to late 2021.

Other work completed over the past year included a new double-tracked rail bridge over the San Elijo Lagoon and 1.5- miles of new double-tracked railroad, which enables service from Cardiff-by-the-Sea to northern Solana Beach.



## Regional Bikeway Program



Pictured clockwise, from the upper right, are a bicyclist riding on Meade Avenue in San Diego; a traffic circle under construction at Meade Avenue and Alabama Street; bike riders making their way across an intersection in the North Park neighborhood of San Diego; and construction underway along the Inland Rail Trail in San Marcos in North County.

The Regional Bikeway Program, launched in September 2013, will add 69 new miles of bikeways across the region by the end of FY 2026.

As of June 30, 2020, 8.8 miles of bikeways had been completed regionwide including 4.6 miles along the Bayshore Bikeway around San Diego Bay, one mile of the Inland Rail Trail in San Marcos (pictured above), 0.4 miles along the Coastal Rail Trail in Oceanside and 1.3 miles in Encinitas, one mile along the SR 15 Commuter Bikeway, and 0.5 miles of the Sweetwater Bikeway. At the end of FY 2020, 5.8 miles of bikeway projects were in the preliminary engineering phase awaiting environmental clearance, 38.3 miles were in the final design stage, 16.1 miles were under construction, and 8.8 miles were open to the public.

At the close of FY 2019, total bikeway funding was \$236.7 million. Of this amount, *TransNet* funds accounted for \$144.9 million (61%), which helped leverage \$91.8 million from federal, state, and other local sources.



### Otay Mesa East Port of Entry



Caltrans and SANDAG crews install piles just south of Otay Mesa Road to support the new SR 11 connector ramp to SR 125.

Work continued over the past year on the roads leading to the future Otay Mesa East Port of Entry (POE). Planned for decades and scheduled to open in 2023/2024, the new POE will dramatically reduce wait times at border crossings across the San Diego-Baja California binational region. The result will be billions of more dollars in economic output annually, significantly improved air quality and reduced greenhouse gas emissions, and a higher quality of life on both sides of the border.

The SR 11/Otay Mesa East Port of Entry Project is a joint venture between Caltrans and SANDAG, in collaboration with state and federal partners in the U.S and Mexico.

In July 2019, construction began on the final segment of the future toll road, SR 11, as well as the SR 11/905/125 southbound connectors. Construction of these segments is scheduled to be completed by late 2021. Also in 2019, all right-of-way for SR 11 and the new port of entry were secured. In 2021, the design and construction of the new Otay Mesa East POE is scheduled to begin. To date, the project has secured \$482 million in local, state, and federal funding – including more than \$11 million in *TransNet* funds.

Numerous transportation projects funded at least in part with *TransNet* dollars saw progress over the past year. This page profiles some of them.



### Interstate 805 South

The Interstate 805 South Corridor Enhancement Projects span more than three miles along I-805 from just north of East Naples Street in Chula Vista to SR 54 in National City. Totaling \$42 million, they include a series of new sound walls to mitigate freeway noise and the widening of the Sweetwater River Bridge to increase shoulder and lane widths. The construction of sound walls began in the summer of 2018 and is scheduled to conclude in summer 2020. Safety improvements to Sweetwater River Bridge began in the spring of 2019 and are scheduled to be completed in 2022.



### EMP Grants

Projects under SANDAG's Environmental Mitigation Program (EMP) are ongoing. To conserve habitat across the region, work has progressed on 25 land management grants. Scientific work, for example, has included tracking golden eagles to study the impact of land use changes. Meanwhile, the restoration of San Elijo Lagoon (pictured above), which serves as biological mitigation for the I-5 North Coast Corridor, is expected to be completed in the summer of 2020.



### San Diego River Double Track

In February 2020, a second bridge over the San Diego River opened to rail traffic – allowing passenger and freight trains to travel continuously in each direction along a seven-mile stretch from Garnet Avenue/Balboa Avenue to the Santa Fe Depot in Downtown San Diego. This marked a significant milestone in the effort to double track the entire Los Angeles-San Diego-San Luis Obispo (LOSSAN) corridor, and the completion of double tracking at the corridor's southern end.



### Poinsettia Station

This past year saw the completion of the \$33.7 million Poinsettia Station Improvements project. New shelter enhancements, a pedestrian undercrossing, lengthened passenger platforms, fencing between tracks for added safety, and better customer amenities are now in place. The project has improved regional train service, traveler times, and customer safety.



The ITOC conducted, reviewed, and provided recommendations on many key *TransNet*-supported programs during the 2020 fiscal year.

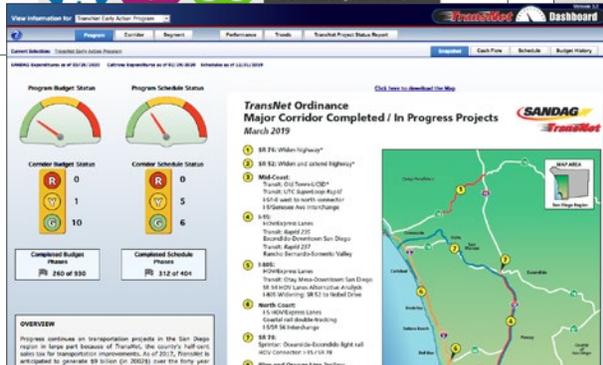
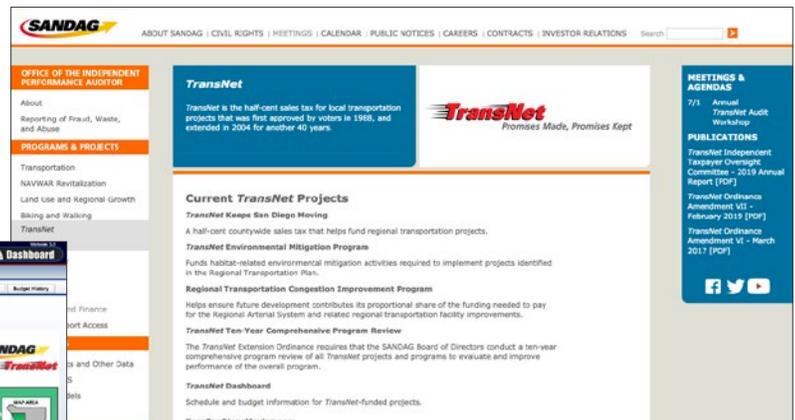
These included:

- San Diego Forward: The Regional Plan
- Airport Connectivity Project
- Quarterly Progress Report on *TransNet* Major Corridors and Regional Bikeway Program Projects
- *TransNet* Senior Mini-Grant Program, Smart Growth Incentive Program, Active Transportation Grant Program, and Environmental Mitigation Program Quarterly Status Updates
- State of the Commute Report
- *TransNet* Environmental Mitigation Program: FY 2020 annual funding for Regional Land Management and Monitoring
- FY 2019 *TransNet* Local Street and Road Program Annual Status Report
- Regional Bikeway Program Update
- *TransNet* Major Corridors Program Update
- FY 2020 Program Budget Amendment: Capital Improvement Program
- Proposed FY 2020 Program Budget Amendment: GObyBIKE San Diego: Construction Outreach Program
- Specialized Transportation Strategic Plan and Grant Program Cycle 11 Criteria
- Regional Transportation Improvement Program and Impact Of The Safer Affordable Fuel- Efficient (SAFE) Vehicles Rule On The 2020 RTIP
- Implementation of FY 2018 *TransNet* Triennial Performance Audit Recommendations
- North Coast Corridor and Mid-Coast Corridor Transit Project updates
- *TransNet* Local Street and Road Program Annual Status, including: City of San Diego Transportation Capital Improvement Program
- *TransNet* Program Update
- *TransNet* Regional Transportation Congestion Improvement Program
- City of San Diego *TransNet* Program and Transportation Capital Improvement Program Update
- *TransNet* Proposed 2019 Bond Issuance: Refunding of Existing Debt and New Debt For *TransNet* Regional Bikeway Early Action Program; Grants Anticipation Notes Issuance; and Quarterly Overview of Developments in the Financial Markets; Quarterly *TransNet* Financial Reports and Other Financial Data
- Memorandum of Agreement with City of Imperial Beach: *TransNet* Debt Financing Program
- FY 2021 to FY 2025 *TransNet* Program Revenue Estimates
- FY 2019 *TransNet* Fiscal and Compliance Audit and Transit Operator Funding Eligibility Request

## For More Information

Since the start of the *TransNet* Extension Ordinance in 2008, more than 61 percent of major corridor projects have been either completed or are in-process -- a significant accomplishment 12 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 2018 *TransNet* Triennial Performance Audit (FY 2018 TPA). Appendix A details the status of numerous projects: [TransNet Project Status](#)
- A status of all *TransNet* Major Corridor projects can be found on the *TransNet* Dashboard at [transnettrip.com](http://transnettrip.com).



### 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

I TOC 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 I TOC meetings can be found at [sandag.org/itoc](http://sandag.org/itoc).



### Questions?

The I TOC 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.