MEETING NOTICE
AND AGENDA

SAN DIEGO REGIONAL MILITARY WORKING GROUP

The San Diego Regional Military Working Group may take action on any item appearing on this agenda.

Monday, September 28, 2015

8:30 to 10 a.m.

SANDAG, 7th Floor Conference Room
401 B Street, Suite 800
San Diego, CA 92101

Staff Contact: Jane Clough
(619) 699-1909
jane.clough@sandag.org

AGENDA HIGHLIGHTS

• WORKSHOP ON DEVELOPING A REGIONAL MILITARY BASE ACCESS STRATEGY

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ITEM NO.  
1. APPROVAL OF MEETING MINUTES

The Working Group is asked to review and approve the minutes from its June 22, 2015, meeting.

2. PUBLIC COMMENTS AND COMMUNICATIONS

Members of the public shall have the opportunity to address the Military Working Group (Working Group) on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the working group coordinator prior to speaking. Public speakers should notify the working group coordinator if they have a handout for distribution to working group members. Public speakers are limited to three minutes or less per person. Working group members also may provide information and announcements under this agenda item.

3. MEMBER COMMUNICATIONS

Members of the Working Group shall have the opportunity to share news and information regarding their jurisdiction or installation of interest to the group.

4. CHAIR’S REPORT (Mike Woiwode, Working Group Chair)

The Chair will report out on issues of interest to the Working Group that have been brought to the Regional Planning Committee.

REPORTS

5. TRANSPORTATION DEMAND MANAGEMENT PROGRAM (Patty Talamantes, SANDAG)

SANDAG’s iCommute program assists employers throughout the region by providing commuting assistance to their employees, which helps save money and the environment. Staff will provide a brief overview of the SANDAG iCommute employer assistance program with an emphasis on addressing the needs of the military employers. Services include commuter surveys, onsite events, customized marketing materials, and incentives to promote alternative commuting. Patty Talamantes is assigned to support the military employers with growing participation in the federal Transportation Incentive Program, reducing traffic congestion in and around bases.

6. WORKSHOP ON DEVELOPING A REGIONAL MILITARY BASE ACCESS STRATEGY (Coleen Clementson, SANDAG)

As discussed at our June 22, 2015, working group meeting, we will dedicate most of this meeting to discussing the possible development of a regional military base access strategy. The goal would be to draft a scope of work for a study that would identify the regional and local vehicular, transit, bike and pedestrian access needs surrounding the region’s military bases, and develop a strategy to address the needs. Two sample Scopes of Work are attached.
7. POSSIBLE TOPICS FOR NEXT MEETING AND ADJOURNMENT  
(Mike Woiwode, Working Group Chair)  

DISCUSSION/POSSIBLE ACTION

The Working Group is asked to discuss possible topics for the next quarterly meeting and to determine a date/time for that meeting.

+ next to an agenda item indicates an attachment
The meeting was called to order by the San Diego Regional Military Working Group (MWG) Chair Mike Woiwode at 9:03 a.m.

1. APPROVAL OF THE MEETING MINUTES FROM APRIL 27, 2015 (APPROVE)

Action: Upon a motion by Tom Caughlan (Marine Corps Installation West) and a second by Rick Huenefeld (Marine Corps Recruit Depot) the Working Group voted to approve the April 27, 2015, meeting minutes.

Yes: Steve Chung (Navy – Southwest Division Naval Facilities Engineering Command), Blair King (City of Coronado), Andy Hall (City of Imperial Beach), Steve Dush (City of Imperial Beach – Seat B), Tait Galloway (City of San Diego), and Richard Crompton (County of San Diego). No: None. Abstain: None. Absent: City of Oceanside, City of National City, and Port of San Diego.

2. PUBLIC COMMENTS AND COMMUNICATIONS

No public comments.

3. MEMBER COMMUNICATIONS

Andy Hall (Imperial Beach) introduced the new assistant City Manager and Community Development Director, Steve Dush.

Steve Chung (Navy – Southwest Division Naval Facilities Engineering Command) introduced the new Planning & Liaison Officer, Mat Ryan. Mr. Chung also stated that the special warfare complex was signed and a start date has not been decided.

4. CHAIR’S REPORT (INFORMATION)

Chair Woiwode reported on recent Regional Planning Committee agenda items. He provided an update on the Transit Oriented Development Strategy, which will be incorporated into San Diego Forward: The Regional Plan upon approval of the Board of Directors.

He provided an update on the Quality of Life Survey that will allow staff to conduct initial surveys to determine what voters might feel about another ballot measure for an additional tax on the 2016 election cycle.
Chair Woiwode also provided an update on the Bus Layover Project/SANDAG Office Space and mentioned that staff identified and analyzed several sites and the Board of Directors recommended two sites for further analysis.

5. TRAFFIC COUNTS ON MILITARY BASES – IMPROVING INPUT TO THE ACTIVITY BASED MODEL (INFORMATION)

Wu Sun (SANDAG) provided a brief update on the study and stated that the MWG was key to facilitating this effort. Mr. Sun reported that Points of Contact (POC) from ten bases were identified. Mr. Sun explained that Parsons Brinckerhoff Consultants coordinated with the POCs and identified 48 gates for count locations and decided on three different methodologies. A total of three methodologies were selected because each installation has different requirements. Traffic counts were conducted on the military bases during a two-week period, from May 11, 2015, to May 21, 2015. Next steps include distributing a memo and then incorporate counts into the Activity Based Model (ABM).

Discussion

Tom Caughlan (Marine Corps Installation West) asked if the results show any significant differences. Mr. Sun replied that when compared to the previous traffic study, the numbers are fairly close.

Blair King (City of Coronado) asked if information collected was just counts at the gates. Mr. Sun confirmed.

Mr. King suggested that SANDAG should gather information to determine if local streets and roads are being used to get to installation gates and how much traffic is using alternative transportation modes. Mr. Sun explained that the ABM examines ingress and egress trends and measures how traffic is using alternative modes and which method is being used.

Chair Woiwode asked what lessons were learned from the Traffic Count Study.

Mr. Sun explained that from this Traffic County Study, we will learn the travel patterns around the bases and the model will be able to forecast with more confidence.

6. DRAFT SAN DIEGO FORWARD: THE REGIONAL PLAN (INFORMATION)

Coleen Clementson (SANDAG) provided an update on the process of San Diego Forward: The Regional Plan and stated that the public comment period will close on July 15, 2015.

Discussion

Mr. Caughlan asked what response does SANDAG staff have in regards to the comments about the inaccuracy of projected numbers.

Ms. Clementson responded that SANDAG staff is trying to make the best estimate as to what we think is going to happen. We know that at some point the region will grow by a million people therefore, we are better off having a plan now than not having a plan at all.

Mr. Caughlan asked if the methodology behind the predictions can be refined in order to increase the fidelity of the timeline.
Ms. Clementson replied that SANDAG has demographers and brings in statewide experts to examine a variety of variables and investing in the needs of the region today is necessary.

Chair Woiwode asked if the needs of the MWG were taken into consideration when crafting San Diego Forward: The Regional Plan.

Ms. Clementson replied that yes, SANDAG staff came to the MWG asking for their needs.

Mr. Caughlan mentioned that North County Transit District is planning a coaster station on the base however, double-tracking is necessary. Mr. Caughlan also mentioned that the town of Fallbrook does not get as much attention because it is unincorporated.

Rachel Kennedy (SANDAG) replied that there are funds set aside for local jurisdictions to use for local streets and roads but the prioritization of the projects is up to the jurisdictions.

Mr. Chung stated that there are a lot of projects that are important to the military however, from regional perspective it gets challenging and exploring other avenues of funding is necessary.

Ms. Clementson recommended creating a list of priority projects and establishing a plan to help explore other funding options.

Ms. Clementson also suggested that the MWG submit a comment from the military perspective to San Diego Forward: The Regional Plan.

The MWG agreed and Chair Woiwode stated that all comments are to be submitted to Jane Clough by Wednesday, July 13, 2015.

7. DRAFT ENVIRONMENTAL IMPACT REPORT (DISCUSSION)

Andrew Martin (SANDAG) provided an overview of the draft Environmental Impact Report (EIR), alternative scenarios, and key findings. Mr. Martin mentioned that the draft EIR was released for public comment on May 21, 2015, and the public comment period ends July 15, 2015.

Question

Chair Woiwode asked what has been done differently this time compared to the last EIR?

Mr. Martin replied that this EIR is a lot more refined and contains more detail. For example, the draft EIR contains air quality maps, a site specific analysis was conducted for the entire regional transportation network, and an analysis comparing emissions in the region to the goals set in the executive order.

8. POSSIBLE TOPICS FOR NEXT MEETING AND ADJOURNMENT (DISCUSSION/POSSIBLE ACTION)

- Create a scope of work that the MWG can use to identify a list of priority projects from the military perspective. SANDAG staff will provide samples of scopes of work for past projects.

The next meeting of the MWG is scheduled for Monday, September 28, 2015, at 8:30 a.m.

Chair Woiwode adjourned the meeting at 11:07 a.m.
WORKSHOP ON DEVELOPING A REGIONAL MILITARY BASE ACCESS STRATEGY  File Number 3102000

Introduction

As discussed at our June 22, 2015, working group meeting, we will dedicate most of this meeting to discussing the possible development of a regional military base access strategy. The goal would be to draft a Scope of Work for a study that would identify the regional and local vehicular, transit, bike and pedestrian access needs surrounding the region’s military bases, and develop a strategy to address the needs.

As promised at the last meeting, please find attached two sample Scopes of Work for similar efforts. Attachment 1 is the initial Scope of Work that led to the binational efforts with Mexico that resulted in the approval of a third Port of Entry (POE) east of the Otay Mesa POE. The second example is from a recent successful grant proposal to Caltrans to develop an Intraregional Tribal Transportation Strategy to determine the overall needs of tribal nations in the region to better connect them to the regional transportation system.


Key Staff Contact: Jane Clough, (619) 699-1909, jcl@sandag.org
SUMMARY OF PROJECT

The objective of this project is to create a binational policy coordination mechanism for addressing the transportation and transit needs of commuters in the San Diego/Tijuana Consolidated Cross-Border Metropolitan Area. The project would involve: a) the creation a Binational Regional Partnership (BRP) of elected officials from local, state, and federal agencies from the United States and Mexico; b) the development of a binational database based on exchange of relevant data and information regarding cross-border travel in the region; c) the implementation of a survey to assess transboundary multimodal traffic patterns d) the improvement of our forecast models by improving their capability for measuring the impact of interregional travel on future changes in population, employment, housing, land use and the transportation system in this binational metropolitan region; d) and development of a binational strategy for promoting coordinated policies to ensure an efficient flow of people and goods across the international ports of entry and the use of transportation infrastructure and public transportation systems along key trade and interregional commuting corridors.

Description of Project Area

The San Diego region occupies a unique geographic position. Our boundaries are defined by mountains, deserts, and the Pacific Ocean; as well as the growing counties of Orange, Riverside and Imperial; Marine Corps Base Camp Pendleton; and the U.S.-Mexico border. Within our boundaries we also have seventeen sovereign Indian nations. San Diego’s location on the U.S.-Mexico border offers many distinct opportunities. Capitalizing on these will require a positive and productive relationship with the federal government of Mexico, as well as with Mexican state and municipal governments.

The San Diego-Tijuana region is the largest metropolitan region along the U.S.-Mexico border, accounting for 34% of the entire border population. Likewise, San Diego maintains the largest portion of the U.S. border population at 44% while Tijuana is home to 22% of the total Mexican border population. These communities are connected by three land ports of entry at San Ysidro-Puerta Mexico, Otay Mesa-Mesa de Otay, and Tecate-Tecate. Of these, the San Ysidro-Puerta Mexico is the busiest international land port of entry in the world.

The Otay Mesa-Mesa de Otay port of entry is the region’s commercial port, which handles the second highest volume of trucks and the third highest dollar value of trade among all U.S.-Mexico land border crossings. It is also the largest commercial crossing along the California-Baja California boundary. In FY 2001 this port accounted for over $19 billion dollars of U.S.-Mexico trade. The Tecate-Tecate port of entry handles less volume but due to its location, acts as a sister port with the Otay Mesa-Mesa de Otay for commercial operations.
The project area involves the greater San Diego-Tijuana binational region, as far north as southern Carlsbad and as far south as Ensenada in Baja California. To the east the project area would include the Tecate border crossing (see Attachment C).

**Overall Goals of the Project**

As an integral component of the Regional Comprehensive Plan and the Borders Planning Division’s Overall Work Plan (OWP), the project goals would be to: a) create a Binational Regional Partnership (BRP) of elected officials from local, state, and federal agencies from the United States and Mexico; b) generate a binational database based on exchange of relevant data and information regarding transportation and public transit in the binational region; c) carry out a survey to assess transboundary multimodal traffic patterns of commuters; d) improve our forecast models by improving their capability for measuring the impact of interregional travel on future changes in population, employment, housing, land use and the transportation system in this binational metropolitan region; and d) develop a binational strategy for promoting coordinated policies to ensure an efficient flow of people and goods across the international ports of entry and the use of transportation infrastructure and public transportation systems along key trade and interregional commuting corridors.

Agencies from the United States and Mexico would work together to better understand transportation trends and assist in the development of strategies for policy consideration. Our goal would be to develop strategies best suited to address this binational issue, both in terms of encouraging better use of the transportation infrastructure and mitigating the impacts of current and future insufficiency of infrastructure that affects the operation of land ports of entry and other transportation facilities which connect our regions. This grant would provide the funding needed to: (1) build upon existing government-to-government relations with Mexico in order to create in a binational framework, a mechanism for the development of mutually beneficial, coordinated policies, (2) enhance existing forecasting tools needed to address these issues now; (3) enhance our ability to measure the magnitude and impacts of interregional travel on future changes in population, employment, housing, land use and the transportation system in the San Diego region; and (4) develop and update of information for the forecasting models that will serve elected officials, agencies and planning organizations to better respond to impacts of growth and increased traffic on the national security measures while still managing efficient operations at the land ports of entry and other interregional corridors.

**SCOPE OF WORK**

**Tasks**

1. Form an exploratory working group to determine the appropriate stakeholder agencies for inclusion in the Binational Regional Partnership.

2. Form the San Diego region-Baja California Binational Regional Partnership with equal representation from U.S. and Mexican agencies relevant to the development of a coordinated policy process regarding the regional transportation system in this binational region.
3. Conduct an inventory of existing databases on information relevant to the regional transportation system at the border, including data from both the United States and Mexico to establish a mechanism for sharing information and data within a comprehensive framework and establish critical data gaps.

4. Supervise the design and implementation of a multimodal survey of crossborder commuters to determine travel patterns.

5. Process and analyze new information on interregional travel patterns and prepare a summary report of the findings.

6. Program, calibrate, and test an enhanced interregional forecasting model and make the necessary modifications to related models. Update model documentation.

7. Prepare a draft report based upon data analysis, and develop a set of binational strategies for improving the transportation system across the U.S.-Mexican border, facilitating the flow of multimodal traffic in both directions.

8. Prepare a final report on the interregional conditions and issues based upon the survey and forecast enhancements.

**Products**

- An established Binational Regional Partnership which serves as the forum for the San Diego region and the greater Tijuana area to coordinate policies regarding crossborder regional transportation issues.
- A fully functional and documented methodology for collaborative data collection and sharing of information within the Binational Regional Partnership regarding crossborder transportation.
- Report on interregional conditions and issues outlined in the Borders chapter of the Regional Comprehensive Plan (RCP).
- An enhanced and documented interregional model for forecasting, improving the integration of the interregional model with our regionwide, subregional and transportation models.
- Defined strategies for improving the coordination of transportation and land use planning policies between the San Diego region and Northwestern Baja California to facilitate a more efficient interregional transportation system which will improve the quality of life for the region's residents.
SCOPE OF WORK: San Diego Intraregional Tribal Transportation Strategy

INTRODUCTION:

Description
The 2050 RTP/SCS focuses transportation investments in the most urbanized areas, where there is existing and planned transportation infrastructure. At the same time, the transportation system must also support the needs of federally recognized tribal nations whose reservations are located in the sparsely-populated eastern rural areas of the region. Using the SANDAG Borders framework, the objective of this project is to develop an Intraregional Tribal Transportation Strategy (ITTS) with the tribal nations and other agencies that influence tribal transportation in the region. SANDAG, in partnership with the Southern California Tribal Chairmen’s Association (SCTCA), Reservation Transportation Authority (RTA), County of San Diego, North County Transit District (NCTD), the Metropolitan Transit System (MTS), Caltrans, and the BIA will work together to develop a strategy that identifies key multimodal projects that will improve tribal mobility while meeting regional, state, and federal goals. The strategy will include: project priorities, cost estimates; identifying responsible parties; and developing a funding approach.

Background –

The United States Constitution and treaties recognize Native American communities as domestic sovereign nations within the territorial boundaries of the United States. In the San Diego region, there are 18 federally recognized tribal governments with jurisdiction over 19 reservations — the most in any one county in the United States (Attachment 1 – Tribal Lands in San Diego Region Map; Attachment 2 – List of Federally Recognized Tribal Governments and Reservations).

Over the past ten years SANDAG and the SCTCA have developed a government-to-government framework to engage in planning dialogue and action at the regional level. The success of this model has demonstrated that working collaboratively, public agencies and tribal governments can create a mechanism for timely, meaningful, and effective involvement of tribal governments in the regional and transportation planning process.

As with all land use authorities, improvements in transportation infrastructure are a key to improving the potential of each tribal nation’s ability to compete in a global economy and provide access to housing, jobs, education, healthcare, and entertainment for its citizens. To most effectively identify and serve the transportation needs of the tribal communities, these small land based tribes would like an opportunity to evaluate their mobility issues collectively in a regional context and determine collective priorities for further analysis.

SANDAG’s Borders framework for collaborative planning has resulted in several successful interregional partnerships and led to interregional and binational strategic plans with neighboring jurisdictions, including the I-15 Interregional Partnership with southwestern Riverside and the Otay Mesa/Mesa de Otay Strategic Plan with the Republic of Mexico. In both cases, the partnerships addressed transportation issues from a more comprehensive perspective and led to specific structural improvements such as the design and development implementation of Otay Mesa East. Through the recent process of developing San Diego Forward: The Regional Plan we have an initial sketch up (Attachment 3-Northern Tribal Corridor; Attachment 4-Southern Tribal
This project would allow SANDAG/SCTCA to conduct a more comprehensive review and analysis generating an Intraregional Tribal Transportation Strategy.

This project would build on work already completed in the area of tribal transit in the region. In 2008 the SANDAG, the RTA, and the Interagency Technical Working Group on Tribal Transportation Issues (Working Group) conducted a Tribal Transit Feasibility Study to examine the connections between the urban transit system and tribal reservations. The study identified tribal transit corridors, identified felt needs in the tribal communities, and made recommendations for new routes and services as well as enhancements to existing services. The study provided the technical basis for the RTA to apply successfully as a tribal consortium to the FTA Tribal Transit grant program, resulting in federal funding to support the study recommendations. To date the RTA has received over $3 million to fund transit enhancements to North County Transit District (NCTD) serving tribal communities routes and capital improvements to several routes.

The San Diego ITTS strongly promotes both State and Federal transportation goals. Federal funding must support the mobility of tribal nations, however the focus on investing transportation funding in highly populated areas detracts from the region’s ability to meet their needs. SANDAG has an ongoing commitment to inclusion of tribal transportation issues in the planning process. Through the Tribal Liaison Program SANDAG dedicates significant resources to ensuring tribal issues are considered its plans, programs, and projects. This project would provide more planning level information for incorporation of more specific tribal concerns in the next cycle of the Regional Transportation Plan.

Project Area –

The San Diego ITTS project area encompasses the entire region of San Diego, including its 18 cities, unincorporated areas of the County of San Diego, military bases, and 19 federally recognized tribal reservations. The focus of the project is improving the mobility of tribal nations, however, rural populations as well as everyone who visits the reservations would benefit from any improvements that resulted from this planning study. The rural eastern portion of the County will be the focus of the study as this is the area of most interest to tribal nations. The population of the entire region is over 3 million.

RESPONSIBLE PARTIES:

San Diego Association of Government (SANDAG) in partnership with the Southern California Tribal Chairmen’s Association (SCTCA) and with the assistance of a qualified consulting firm will be responsible for performing this work. The SCTCA Board is comprised of the Chairmen of each of the 18 tribes in the San Diego region. The Interagency Technical Working Group on Tribal Transportation Issues will serve as the Project Advisory Group (Attachment 5 – Working Group Roster). The Working Group consists of all of the major stakeholders in tribal transportation in the region, including the Reservation Transportation Authority (RTA), the County, Caltrans D11, the transit agencies (MTS and NCTD), the Bureau of Indian Affairs (BIA) and all tribes who want to participate (13 are currently voting members).
OVERALL PROJECT OBJECTIVES:

- Understand the existing conditions for tribal multimodal transportation in a regional context
- Identify areas of need for improving tribal mobility that achieve regional, state, and federal goals
- Identify transportation projects that will improve tribal mobility
- Estimate costs for projects
- Develop criteria for prioritizing projects
- Prioritize projects
- Determine responsible parties/jurisdictions
- Develop a strategic plan for improving tribal multimodal access to the transportation system

1. Project Initiation

Task 1.1 Project Kick-off
Meeting between Caltrans, SANDAG, and the SCTCA to review grant scope of work, schedule, budget, invoicing requirements, and any other start-up grant administration activities.

Responsible Party: SANDAG

Task 1.2 Coordinate Project Development Team
A Project Development Team will be formed and meet regularly throughout the project to keep the agencies involved informed of the progress and contribute to the development of the study. Members shall include: D11, SCTCA staff, RTA, BIA, MTS, NCTD, and consultant

Responsible Party: SANDAG

Task 1.3 Consultant Procurement

SANDAG will select a qualified consultant firm using SANDAG’s procurement process to conduct the technical aspects of this work effort. The consultant that is selected must have prior experience working with tribal nations.

Responsible Party: SANDAG

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2. Public/Stakeholder Outreach/Involvement

Task 2.1 Coordination with SCTCA Board
The SCTCA Board comprised of the 18 Tribal leaders in the region will be involved throughout the entire scope of the project. The SCTCA meets monthly and will participate actively in the implementation of this study. They will serve as the policy board along with the SANDAG Borders Committee or Board. The Project Managers from SANDAG and the SCTCA will coordinate with the respective Boards to provide updates on the project, as well as workshops at key decision-making points in the process.

Responsible Party: SCTCA/SANDAG

Task 2.2 Coordination with Tribal Transportation Working Group
The Interagency Technical Working Group on Tribal Transportation Issues (Working Group) will serve as the Project Advisory Group. The Working Group is comprised of representatives of most of the tribes in the region (all can be voting members), as well as advisory members from key agencies that influence tribal transportation (BIA, Caltrans, County, transit agencies, and SANDAG). The Working Group meets quarterly, however throughout this project meetings will be more frequent as dictated by the project schedule in order to receive input at key decision-making points in the study.

Responsible Party: SCTCA/SANDAG

Task 2.3 Mobile Workshops with Key Stakeholders
The consultant will coordinate mobile workshops to examine areas across the region the tribes have identified as problematic. These could be key interchanges, on and off ramps to tribal reservations, or connection points between city and county roads that are proving to be choke points for tribal nations, and other rural communities.

Responsible Party: Consultant/SCTCA/SANDAG

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3. Existing Conditions

Task 3.1 Mobility Needs Assessment with Tribes
Consultant will develop a survey to administer to all of the tribal governments in the region and canvas all tribes. The substance of the survey will be developed in consultation with SANDAG and the SCTCA. The SCTCA will ensure all tribes collaborate with the survey. The results will be presented to the SCTCA Board and the Working Group and used as a basis for conducting the mobile workshops to examine specific areas of concern.
Responsible Party: Consultant

**Task 3.2 Prepare Existing Conditions Report**
Consultant will produce an Existing Conditions Report. The Report should draw on at least the following: a literature review of relevant case studies from other states/other regions of California attempting to address similar issues: review of existing studies and reports, GIS and Google Earth analysis, survey results from area tribes, and additional fieldwork where necessary.

Responsible Party: Consultant

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4. **Identify Transportation Projects**

**Task 4.1. Identify Specific Transportation Projects**
Conduct a GIS mapping analysis that identifies the projects of concern to the tribal nations with co-benefits for other rural communities, based on input from the survey and mobile workshops, as well as identifying the jurisdiction(s) and/or transportation agencies that correspond to the project area.

Responsible Party: Consultant/SCTCA/SANDAG

**Task 4.2. Cost Estimates/Identify Funding Opportunities**
Based on the results of Task 4.1. the Consultant will collect cost estimates for those projects already identified or which have some level of information from other agencies, as well as develop high level planning cost estimates for those identified projects where no information exists. In addition, Consultant will identify funding opportunities and options for each project identified.

Responsible Party: Consultant

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5. **Develop Strategic Plan**

**Task 5.1. Develop Criteria for Prioritization of Projects**
Working with the key stakeholders through the Working Group, Consultant will develop methodology for establishing objective criteria and establish systematic criteria based on tribal concerns as well as state/federal guidelines to prioritize identified projects.

Responsible Party: Consultant/SCTCA/SANDAG
Task 5.2. Prioritize Projects
Based on the criteria established and accepted in Task 5.1., the Consultant would facilitate a process with the stakeholders to prioritize the projects.

Responsible Party: Consultant/SCTCA/SANDAG

Task 5.3. Develop Strategic Plan
Based on the data and information collected, the prioritized projects, and the funding opportunities, the Consultant will facilitate the development of a strategic plan with the Working Group. The recommendations will be presented to the SCTCA and SANDAG Boards for consideration.

Responsible Party: Consultant/SCTCA/SANDAG

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<th>Task</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>5.1</td>
<td>Memo documenting prioritization process and criteria</td>
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<tr>
<td>5.2</td>
<td>Memo, list of prioritized projects</td>
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<tr>
<td>5.3</td>
<td>Draft Strategic Plan</td>
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6. Implementation/Next Steps

Task 6.1. Complete the draft and final report with recommendations for implementation
The Consultant will work with the Working Group to develop a set of recommendations/next steps to ensure that the ITTS study leads towards implementation. With the recommendations, the Consultant will prepare a comprehensive draft report that incorporates the findings from Tasks 3, 4, and 5. After review, the Consultant will prepare a Final Strategic Plan that includes the comments and feedback from the stakeholders.

Responsible party: Consultant/SANDAG/SCTCA

Task 6.2. Present findings to SCTCA/SANDAG Boards/Policy Committees and Tribal Networks
The Consultant will develop a PowerPoint presentation that summarizes the San Diego Intraregional Tribal Transportation Strategy. SANDAG and SCTCA staff will make presentations to the Working Group, Policy Committees, and the Boards of SANDAG and the SCTCA. Seek opportunities to share experience with statewide/national tribal forums/networks.

Responsible Party: Consultant/SCTCA/SANDAG

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<tr>
<td>6.1</td>
<td>Draft and Final Strategic Plan w/next steps</td>
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<tr>
<td>6.2</td>
<td>PowerPoint Presentations</td>
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7. Project Administration

Task 7.1. Invoicing
SANDAG will track consultant invoices on a monthly basis and submit invoices to Caltrans for reimbursement showing local match contributions on a quarterly basis.

Responsible Party: SANDAG

Task 7.1. Quarterly Reporting
SANDAG will prepare quarterly reports summarizing the progress of each task, the funds expended, list any problems that were encountered, anticipated work for the next quarter, and transmit any completed deliverables.

Responsible Party: SANDAG

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<th>Task</th>
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<td>7.2.</td>
<td>Quarterly Reports</td>
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