BOARD OF DIRECTORS
AGENDA

Friday, January 12, 2018
10 a.m. to 12 noon
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• EXECUTIVE DIRECTOR RECRUITMENT – WORK PLAN AND COMMUNITY ENGAGEMENT

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

You can listen to the Board of Directors meeting by visiting our website at SANDAG.org

MESSAGE FROM THE CLERK

In compliance with Government Code §54952.3, the Clerk hereby announces that the compensation for legislative body members attending the following simultaneous or serial meetings is: Executive Committee (EC) $100, Board of Directors (BOD) $150, and Regional Transportation Commission (RTC) $100. Compensation rates for the EC and BOD are set pursuant to the SANDAG Bylaws, and the compensation rate for the RTC is set pursuant to state law.

MISSION STATEMENT

The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transit; and provides information on a broad range of topics pertinent to the region’s quality of life.
Welcome to SANDAG. Members of the public may speak to the Board of Directors on any item at the time the Board is considering the item. Please complete a Request to Comment form, which is located in the rear of the room, and then present the form to the Clerk of the Board seated at the front table. Members of the public may address the Board on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Board may take action on any item appearing on the agenda.

Both agenda and non-agenda comments should be sent to SANDAG via comment@sandag.org. Please include the Board meeting date, agenda item, your name, and your organization. Any comments, handouts, presentations, or other materials from the public intended for distribution at the Board meeting should be received by the Clerk of the Board no later than 12 noon, two working days prior to the meeting. All public comments and materials received by the deadline become part of the official project record, will be provided to the members for their review at the meeting, and will be posted to the agenda file as a part of the handouts following each meeting.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at www.sandag.org/meetings. Additionally, interested persons can sign up for e-notifications via our e-distribution list either at the SANDAG website or by sending an email request to webmaster@sandag.org.

SANDAG operates its programs without regard to race, color, and national origin in compliance with Title VI of the Civil Rights Act. SANDAG has developed procedures for investigating and tracking Title VI complaints, and the procedures for filing a complaint are available to the public upon request. Questions concerning SANDAG nondiscrimination obligations or complaint procedures should be directed to the SANDAG General Counsel, John Kirk, at (619) 699-1997 or john.kirk@sandag.org. Any person who believes himself or herself or any specific class of persons to be subjected to discrimination prohibited by Title VI also may file a written complaint with the Federal Transit Administration.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900 or (619) 699-1904 (TTY), or fax (619) 699-1905.

SANDAG agenda materials can be made available in alternative languages. To make a request, call (619) 699-1900 at least 72 hours in advance of the meeting.

Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al (619) 699-1900 al menos 72 horas antes de la reunión.

如有需要，我们可以把SANDAG议程材料翻译成其他语言。

请在会议前至少 72 小时打电话 (619) 699-1900 提出请求。

**SANDAG offices are accessible by public transit. Phone 511 or visit 511sd.com for route information. Bicycle parking is available in the parking garage of the SANDAG offices.**
BOARD OF DIRECTORS  
Friday, January 12, 2018

ITEM NO.  RECOMMENDATION

1. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Public comments under this agenda item will be limited to five public speakers. Members of the public shall have the opportunity to address the Board on any issue within the jurisdiction of SANDAG that is not on this agenda. Other public comments will be heard during the items under the heading “Reports.” Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Clerk of the Board prior to speaking. Public speakers should notify the Clerk of the Board if they have a handout for distribution to Board members. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item.

REPORTS

+2. EXECUTIVE DIRECTOR RECRUITMENT – WORK PLAN AND COMMUNITY ENGAGEMENT (Pamela Derby, CPS HR Consulting)  

Discussion

Pamela Derby, CPS HR Consulting, will provide an update on the status of recruitment efforts to fill the SANDAG Executive Director position.

+3. CLOSED SESSION: CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(D)(1) AND SIGNIFICANT EXPOSURE TO LITIGATION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(d)(2) – ONE POTENTIAL CASE (Ryan Kohut)

The Board of Directors will be briefed on a written claim filed by Anna Avenue Associates, LLC, and John Smith Earthworks, Inc. alleging damages related to flooding in connection to the construction of the San Diego River Bridge and Mid-Coast Corridor Transit Projects in the City of San Diego.

4. CONTINUED PUBLIC COMMENTS

If the five-speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.

5. UPCOMING MEETINGS

Information

The next Board Business meeting is scheduled for Friday, January 26, 2018, at 9 a.m.

6. ADJOURNMENT

+ next to an agenda item indicates an attachment
EXECUTIVE DIRECTOR RECRUITMENT - WORK PLAN AND COMMUNITY ENGAGEMENT

Introduction

On December 1, 2017, the Board of Directors approved the award of a contract to CPS HR Consulting (CPS HR) to perform executive search services for the recruitment of the SANDAG Executive Director. The consultants from CPS HR, in collaboration with the Board’s recruitment subcommittee, have developed a work plan, including a comprehensive public engagement program.

Discussion

CPS HR has been retained to provide technical and strategic expertise to the recruitment subcommittee and Board of Directors through all phases of the Executive Director recruitment. This includes developing a position description and recruitment brochure; preparing recommendations regarding recruitment and selection strategies; advertising the position and sourcing candidates; and facilitating the selection of a final candidate, including negotiation of an employment contract. The timelines associated with these key milestones are outlined in Attachment 1.

The Board of Directors has emphasized the importance of public engagement as part of the Executive Director recruitment, which is reflected in the work plan. CPS HR, with input from the recruitment subcommittee, developed a robust bilingual outreach and communication plan to provide a variety of opportunities for Board members; other regional leaders; members of transportation, environmental, business, and labor groups; community and advocacy representatives; members of the public; and employees to provide input on the types of responsibilities, knowledge, experience, and leadership style the Board could consider when selecting a new Executive Director. Five sub-regional community engagement meetings will be held this month, and a survey (Attachment 2) will be distributed to gather input regarding the position. (The survey is available in English and Spanish, online and in hard copy. Responses will be collected through Wednesday, January 31, 2018.)

As part of the community engagement activities, input and feedback regarding the draft position description (Attachment 3) will be requested. When completed, the position description will summarize the required responsibilities, qualifications, experience, and competencies for the new Executive Director to be successful and will be used to develop criteria for the selection process.
Next Steps

Following the community engagement activities, CPS HR is scheduled to present a compilation of the input and comments received on the draft position description to the Board of Directors at the Board Retreat on Friday, February 9, 2018. The Executive Director position is expected to be advertised in mid-February, and selection activities will proceed based on the schedule outlined in Attachment 1.

TERRY SINNOTT
Chair, SANDAG Board of Directors

Attachments:  1. Recruitment Work Plan and Schedule
             2. SANDAG Executive Director: Community Engagement Survey
             3. SANDAG Executive Director: Draft Position Description

Staff Contact: Laura Coté, (619) 699-6947, laura.cote@sandag.org
# SANDAG EXECUTIVE DIRECTOR
## RECRUITMENT WORK PLAN AND SCHEDULE

<table>
<thead>
<tr>
<th>Date/s</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY ENGAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>1/8/2018 through 1/26/2018</td>
<td>The following opportunities are proposed to be offered to various stakeholder groups to provide input regarding the Executive Director position.</td>
</tr>
<tr>
<td></td>
<td><strong>Board and Advisory Members:</strong></td>
</tr>
<tr>
<td></td>
<td>• Phone calls or in-person meetings</td>
</tr>
<tr>
<td></td>
<td><strong>Other Partner Organizations:</strong></td>
</tr>
<tr>
<td></td>
<td>(e.g., Policy Advisory Committee members, State and Federal elected officials, State agencies, other COGs/regional agencies)</td>
</tr>
<tr>
<td></td>
<td>• Phone calls or in-person meetings</td>
</tr>
<tr>
<td></td>
<td><strong>Engaged Stakeholders:</strong></td>
</tr>
<tr>
<td></td>
<td>(e.g., representatives from environmental, transportation advocacy, goods movement, climate change, business, labor, and other groups)</td>
</tr>
<tr>
<td></td>
<td>• In-person meetings</td>
</tr>
<tr>
<td></td>
<td>• Public Comment at January 12 SANDAG Board meeting</td>
</tr>
<tr>
<td></td>
<td>• Sub-regional Public meetings January 16-25</td>
</tr>
<tr>
<td></td>
<td><strong>Members of the public:</strong></td>
</tr>
<tr>
<td></td>
<td>• Public Comment at January 12 SANDAG Board meeting</td>
</tr>
<tr>
<td></td>
<td>• Sub-regional Public meetings January 16-25</td>
</tr>
<tr>
<td></td>
<td><strong>SANDAG Staff:</strong></td>
</tr>
<tr>
<td></td>
<td>• For Executives - in-person meetings</td>
</tr>
<tr>
<td></td>
<td>• Employee Focus Groups (held at both office locations)</td>
</tr>
<tr>
<td></td>
<td>Concurrently, a survey (in an online and hard copy format) will be used to gather input from all stakeholders and interested parties.</td>
</tr>
<tr>
<td>1/26/2018</td>
<td>Recruitment Subcommittee Meeting – Review stakeholder feedback and comments; update position description and recruitment brochure.</td>
</tr>
<tr>
<td>2/9/2018</td>
<td>Board of Directors Retreat - Review stakeholder feedback and comments; discuss final position description and recruitment brochure.</td>
</tr>
<tr>
<td>Date/s</td>
<td>Activity</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>ACTIVE RECRUITMENT</strong></td>
<td></td>
</tr>
<tr>
<td>by 2/16/2018</td>
<td>Subcommittee to provide final approval for the recruitment brochure.</td>
</tr>
<tr>
<td></td>
<td>Consultant prepares recruitment and advertising materials, and posts the job opening to various websites and publications.</td>
</tr>
<tr>
<td></td>
<td>Consultant sends initial e-mail blast to more than 1,300 potential candidates and referral sources.</td>
</tr>
<tr>
<td>2/19/2018 through 3/16/2018</td>
<td>Consultant follows-up with targeted/qualified candidates (those who are a match to the candidate profile) to ascertain interest and encourage application.</td>
</tr>
<tr>
<td></td>
<td>Consultant evaluates candidate resumes against minimum qualifications.</td>
</tr>
<tr>
<td><strong>SELECTION ACTIVITIES</strong></td>
<td></td>
</tr>
<tr>
<td>by 3/16/2018</td>
<td>Consultant conducts comprehensive screening interviews with all candidates who meet the minimum qualifications as described in the position description.</td>
</tr>
<tr>
<td></td>
<td>Consultant conducts media checks on all screened candidates.</td>
</tr>
<tr>
<td>3/23/2018</td>
<td>Recruitment Subcommittee Meeting - Review consultant recommendations regarding top candidates; determine the short-list candidates to be interviewed by the Subcommittee.</td>
</tr>
<tr>
<td>by 4/13/2018</td>
<td>Recruitment Subcommittee Meeting - Interview short-listed candidates and recommend finalists for consideration by the Board of Directors.</td>
</tr>
<tr>
<td>by 4/20/2018</td>
<td>Consultant conducts reference/background checks on the finalist candidates. Finalist candidates will participate in any pre-determined leadership assessment exercises.</td>
</tr>
<tr>
<td>4/27/2018</td>
<td>Board of Directors Meeting - Interview finalist candidates and approve selection.</td>
</tr>
<tr>
<td><strong>NEGOTIATION OF OFFER</strong></td>
<td></td>
</tr>
<tr>
<td>by 5/18/2018</td>
<td>Consultant negotiates a salary offer and terms and conditions of employment with the selected candidate, and conducts final background checks.</td>
</tr>
</tbody>
</table>
Public input is an important part of developing the draft position description for the next SANDAG Executive Director. The Board of Directors is seeking your input regarding the leadership characteristics, knowledge, and skills that are most critical for the next Executive Director to function at the highest level. Information gathered through this survey and community meetings will be used to create the job announcement to advertise the position in February 2018.

**EXECUTIVE DIRECTOR JOB DUTIES**

- Provide executive leadership and strategic direction for SANDAG programs, projects, and services
- Position SANDAG as a regional leader and represent the agency to various Boards, Councils, Commissions, elected officials, international government representatives (i.e. Mexico), community service organizations, and other public groups, which includes responding to, negotiating, and resolving sensitive, significant, and controversial issues
- In coordination with the Board and staff, direct, plan, and manage the development and implementation of agency goals, objectives, policies, and priorities
- Ensure SANDAG delivers services to the public and member agencies in an efficient and effective manner and strives to identify improvements and implement necessary changes
- Oversee and monitor the fiscal integrity of SANDAG and ensure the agency maintains a positive financial position
- Prepare and present written, oral, and visual reports to the Board of Directors, Policy Advisory Committees and working groups, outside agencies and organizations, and/or community stakeholders
- Maintain day-to-day responsibility for the administrative functions and responsibilities delegated by the Board of Directors; recommend policies and procedures accordingly
- Oversee a variety of organizational or operational studies, investigations, audits, and reviews; and recommend modifications to SANDAG programs, policies, and procedures as appropriate
- Provide executive support and act as an adviser to the Board of Directors and Policy Advisory Committees

Are there other duties you would like to see in the position description? If so, please specify:

---

**Please rate each knowledge area/skill on a scale from "absolutely essential" to "not important at all."**

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Absolutely Essential</th>
<th>Very Important</th>
<th>Of Average Importance</th>
<th>Of Little Importance</th>
<th>Not Important At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Management</td>
<td>☐ ☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>Communication</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
<td>☐ ☐ ☐ ☐ ☐</td>
</tr>
</tbody>
</table>

Are there other knowledge or skill areas you would like to see in the position description? If so, please specify:

---

Are there any individuals or organizations you recommend we contact regarding this position, either as potential candidates/referral sources or to provide insight regarding the SANDAG Executive Director position? Please provide as much information as possible (e.g., contact name, organization, phone number, email address).

---

If you have any additional comments, questions, or concerns, please share them with us.

---

**Thank you for your input!**

Please return your completed survey to a representative from CPS HR. The survey can be completed online at bit.ly/SANDAGsurvey. Comments also can be emailed to pderby@cpshr.us by January 31, 2018.
LEADERSHIP CHARACTERISTICS

The following statements describe the traits, qualities, and attributes that are being considered as requirements for the SANDAG Executive Director. How important do you think it is for the next SANDAG Executive Director to possess each leadership characteristic?

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Absolutely Essential</th>
<th>Very Important</th>
<th>Of Average Importance</th>
<th>Of Little Importance</th>
<th>Not Important At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Vision and Purpose</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Collaborate with Partners and Stakeholders</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Achieve Results</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Promote Innovation and Guide Change</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Manage Performance</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Are there other leadership characteristics you would like to see in the position description? If so, please specify:

KNOWLEDGE AND SKILLS

The following statements describe the knowledge and skills that are being considered as requirements for the SANDAG Executive Director. How important do you think it is for the next SANDAG Executive Director to be knowledgeable or skilled in each area?

<table>
<thead>
<tr>
<th>Knowledge Area/Skill</th>
<th>Absolutely Essential</th>
<th>Very Important</th>
<th>Of Average Importance</th>
<th>Of Little Importance</th>
<th>Not Important At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Governance</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Local Trends and Issues</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Laws, Policies, and Regulations</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Funding Sources</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Working Relationships</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Political Savvy</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Management Practices</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Supervision</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

(Continued on reverse)
Las aportaciones del público constituyen una parte importante de desarrollo del borrador de la descripción del puesto del próximo Director Ejecutivo de SANDAG. La Mesa Directiva solicita su opinión sobre las características de liderazgo, conocimientos y habilidades que serán más críticas para que el próximo Director Ejecutivo funcione al máximo nivel. La información recabada por medio de esta encuesta y de las reuniones comunitarias se utilizará para crear el anuncio de empleo para promover el puesto en febrero de 2018.

**TAREAS DEL DIRECTOR EJECUTIVO**

- Brindar liderazgo ejecutivo y dirección estratégica a los programas, proyectos y servicios de SANDAG
- Posicionar a SANDAG como líder regional y representar a la agencia ante diversos consejos, juntas, comisiones, funcionarios de elección popular, representantes de gobierno internacionales (es decir, México), organizaciones de servicio comunitario y otros grupos públicos, lo que incluye responder a, negociar y resolver asuntos delicados, significativos y controversiales
- En coordinación con la Mesa Directiva y el personal, dirigir, planificar y administrar el desarrollo y la implementación de las metas, los objetivos, las políticas y las prioridades de la agencia
- Garantizar que SANDAG ofrezca servicios al público y a las agencias asociadas de manera eficiente y efectiva, y esforzarse para identificar mejoras e implementar los cambios necesarios
- Supervisar y monitorizar la integridad fiscal de SANDAG y garantizar que la agencia mantenga una posición financiera positiva
- Preparar y presentar informes escritos, orales y visuales ante la Mesa Directiva, los Comités Asesores sobre Políticas y los grupos de trabajo, agencias y organizaciones externas, y/o grupos de interés en la comunidad
- Mantener la responsabilidad por las funciones y responsabilidades administrativas cotidianas delegadas por la Mesa Directiva, recomendar las políticas y los procedimientos que correspondan
- Supervisar una variedad de estudios, investigaciones, auditorías y revisiones, tanto organizacionales como operativas; y recomendar modificaciones a los programas, las políticas y los procedimientos de SANDAG cuando resulte apropiado
- Proporcionar apoyo ejecutivo y fungir como asesor de la Mesa Directiva y los Comités Asesores sobre Políticas

¿Hay otras áreas de conocimiento o habilidades que quisiera que se incluyan en la descripción del puesto? Si es así, por favor especifíquelas:

### Administración fiscal
Conocimiento de los principios y las prácticas utilizadas para la preparación y el control de presupuestos gubernamentales; administra presupuestos extensos y complejos; asigna recursos limitados de manera eficiente.

- [ ] Absolutamente esencial
- [ ] Muy importante
- [ ] De importancia promedio
- [ ] De poca importancia
- [ ] Nada importante

### Comunicación
Extraordinarias habilidades para elaborar presentaciones escritas y orales; se comunica con efectividad con una variedad de audiencias; prepara y presenta informes gerenciales y administrativos que son claros y concisos.

- [ ] Absolutamente esencial
- [ ] Muy importante
- [ ] De importancia promedio
- [ ] De poca importancia
- [ ] Nada importante

### Solución de problemas
Analiza problemas, identifica soluciones alternativas, prevé las consecuencias de las acciones propuestas, e implementa recomendaciones que respalden las metas de la organización; administra e implementa con éxito cambios internos y externos que respalden las iniciativas de mejora continua.

- [ ] Absolutamente esencial
- [ ] Muy importante
- [ ] De importancia promedio
- [ ] De poca importancia
- [ ] Nada importante

Por favor califique cada área de conocimiento o habilidad en una escala de “absolutamente esencial” a “nada importante”.
CARACTERÍSTICAS DE LIDERAZGO
Las siguientes afirmaciones describen las características, cualidades y atributos que se consideran requisitos para el Director Ejecutivo de SANDAG. ¿Qué tan importante cree que sea que el próximo Director Ejecutivo de SANDAG posea cada característica de liderazgo?

<table>
<thead>
<tr>
<th>CARACTERÍSTICAS DE LIDERAZGO</th>
<th>Por favor califique cada característica en una escala de “absolutamente esencial” a “nada importante”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>De poca importancia</td>
<td>De importancia promedio</td>
</tr>
<tr>
<td>Creador y propulsor</td>
<td>Comunica una visión clara, atractiva e inspiradora para el futuro de la región de San Diego que sea compartida por todos los grupos de interés; puede anticipar correctamente las tendencias y consecuencias futuras y actuar como catalizador del cambio organizacional; es experto en comprender y comunicar contexto, tomando en cuenta el entorno económico, social y político.</td>
</tr>
<tr>
<td>Liderazgo estratégico</td>
<td>Demuestra un amplio criterio y dirige las acciones y los procesos de toma de decisiones de toda la organización; formula objetivos y prioridades e implementa planes congruentes con los intereses a largo plazo de la organización; posiciona a SANDAG para el éxito continuo al identificar nuevas oportunidades; comprende y observa el entorno externo para detectar factores que pueden afectar el desempeño y el funcionamiento de la organización</td>
</tr>
<tr>
<td>Colaboración con socios y grupos de interés</td>
<td>Es prudente y capaz para obtener una gama amplia y diversa de perspectivas; demuestra apertura, equidad y flexibilidad para forjar consensos y mejorar resultados; es sensible a la manera en que funcionan las personas y las organizaciones y puede maniobrar con efectividad en situaciones políticas complejas; es capaz de negociar soluciones efectivas a la vez de gestionar las expectativas.</td>
</tr>
<tr>
<td>Objetivos de resultados</td>
<td>Moviliza y gestiona recursos para cumplir las prioridades de la agencia; toma en cuenta el contexto, los riesgos y la inteligencia empresarial para respaldar decisiones oportunas y de alta calidad; anticipa, planifica y monitoriza el progreso, a la vez de hacer ajustes cuando sea necesario; asume la responsabilidad por las acciones y los resultados.</td>
</tr>
<tr>
<td>Promoción de la innovación y orientación del cambio</td>
<td>Posee el valor y la resistencia para desafiar los convencionalismos; tiene agilidad intelectual; fomenta una cultura de pensamiento audaz e innovación e elimina los obstáculos que suprimen la creatividad; crea un entorno laboral de respeto, colaboración y confianza e incentiva la expresión de opiniones diversas.</td>
</tr>
<tr>
<td>Administración del desempeño</td>
<td>Inspira y motiva a las personas a las que dirige y crea oportunidades para que hagan su mejor trabajo; ofrece comentarios constructivos y respetuosos para incentivar y permitir la excelencia en el desempeño; promueve y destaca la importancia estratégica del desarrollo y el aprendizaje continuo; fomenta un entorno de comunicación abierta entre todas las personas de la organización.</td>
</tr>
</tbody>
</table>

¿Hay otras características de liderazgo que quisiera que se incluyan en la descripción del puesto? Si es así, por favor especifíquelas:

CONOCIMIENTOS Y HABILIDADES
Las siguientes afirmaciones describen los conocimientos y las habilidades que se consideran requisitos para el Director Ejecutivo de SANDAG. ¿Qué tan importante cree que sea que el próximo Director Ejecutivo de SANDAG posea los conocimientos o las habilidades en cada área?

<table>
<thead>
<tr>
<th>CONOCIMIENTOS Y HABILIDADES</th>
<th>Por favor califique cada área de conocimiento o habilidad en una escala de “absolutamente esencial” a “nada importante”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>De poca importancia</td>
<td>De importancia promedio</td>
</tr>
<tr>
<td>Gobierno regional</td>
<td>Familiaridad con las características de las entidades gubernamentales federales, estatales, regionales y locales y su funcionamiento; facilita el consenso y reúne a representantes de más de 20 jurisdicciones locales con necesidades en conflicto para cooperar a nivel regional; brinda apoyo complejo a nivel ejecutivo y a una Mesa Directiva extensa.</td>
</tr>
<tr>
<td>Tendencias y asuntos locales</td>
<td>Conocimiento de tendencias, asuntos y eventos, tanto en curso como pendientes, que afectan a la región de San Diego y están relacionados con crecimiento, transporte, gestión ambiental, vivienda, espacios abiertos, calidad del aire, energía, administración fiscal, desarrollo económico y seguridad pública.</td>
</tr>
<tr>
<td>Leyes, políticas y normativas</td>
<td>Interpreta y aplica de manera efectiva las leyes, códigos, políticas, procedimientos y normativas, tanto federales como estatales y locales, que son pertinentes para los programas, servicios y áreas de operación de SANDAG.</td>
</tr>
<tr>
<td>Fuentes de financiamiento</td>
<td>Conocimiento de las fuentes de financiamiento federales, estatales y locales utilizadas para programas, servicios y operaciones regionales; se coordina con representantes legislativos para buscar cambios en políticas y oportunidades de financiamiento.</td>
</tr>
<tr>
<td>Relaciones de trabajo</td>
<td>Establece, mantiene y forja relaciones de trabajo efectivas con la Mesa Directiva, otros funcionarios de elección popular, empleados, representantes de Caltrans, MTS, NCTD, agencias binacionales e interregionales, otras organizaciones asociadas, así como con grupos comunitarios y residentes.</td>
</tr>
<tr>
<td>Destreza política</td>
<td>Ejerce discreción y perspicacia política para tratar asuntos complejos, delicados y confidenciales, así como intereses y posiciones en conflicto.</td>
</tr>
<tr>
<td>Prácticas administrativas</td>
<td>Demuestra liderazgo experto con prácticas organizacionales y administrativas que se utilizan para distribución de recursos, planeación estratégica y control interno en el entorno de una agencia pública.</td>
</tr>
<tr>
<td>Establecimiento de metas</td>
<td>Incorpora innovación y sensatez para desarrollar, implementar y administrar metas, objetivos y procedimientos para planificar, organizar, dirigir y evaluar programas, servicios y operaciones.</td>
</tr>
<tr>
<td>Supervisión</td>
<td>Dirige de manera efectiva el trabajo del personal ejecutivo, administrativo y profesional; delega autoridad y responsabilidad; administra el desempeño.</td>
</tr>
</tbody>
</table>

(Continúa al reverso)
OVERVIEW

SANDAG is a legislatively created regional government agency that serves as the forum for regional decision-making. SANDAG is governed by a Board of Directors composed of mayors, councilmembers, and county supervisors from each of the region’s 19 local governments. Supplementing these voting members are advisory representatives from Imperial County, the U.S. Department of Defense, Caltrans, San Diego Unified Port District, Metropolitan Transit System, North County Transit District, San Diego County Water Authority, Southern California Tribal Chairmen’s Association, and Mexico. Policy Advisory Committees assist the Board of Directors in carrying out the agency’s work program. These include the Executive Committee, Transportation Committee, Regional Planning Committee, Borders Committee, Public Safety Committee, and Audit Committee.

The SANDAG Board of Directors is responsible for creating public policy on significant regional issues such as growth, transportation, environmental management, housing, open space, air quality, energy, fiscal management, economic development, and public safety. SANDAG serves as the federally designated metropolitan planning organization and Regional Transportation Commission for the region. SANDAG builds consensus, develops strategic plans, obtains and allocates resources, constructs infrastructure, and provides information on a broad range of topics pertinent to the San Diego region’s quality of life.

POSITION SUMMARY

Under policy direction from the Board of Directors, the Executive Director will plan, direct, manage, administer, and review the activities and operations of SANDAG; coordinate services and activities among SANDAG departments, the Board of Directors, Policy Advisory Committees, member agencies, and outside organizations; provide highly responsible and complex executive support to the Board of Directors; and provide supervision to executives, management, professional, technical, and administrative support staff, either directly or through subordinates.

JOB DUTIES

• Provide executive leadership and strategic direction for SANDAG programs, projects, and services.

• Position SANDAG as a regional leader and represent the agency to various Boards, Councils, Commissions, elected officials, international government representatives (i.e. Mexico), community service organizations, and other public groups, which includes responding to, negotiating, and resolving sensitive, significant, and controversial issues.

• In coordination with the Board and staff, direct, plan, and manage the development and implementation of agency goals, objectives, policies, and priorities.

• Ensure SANDAG delivers services to the public and member agencies in an efficient and effective manner and strives to identify improvements and implement necessary changes.
• Oversee and monitor the fiscal integrity of SANDAG and ensure the agency maintains a positive financial position.

• Prepare and present written, oral, and visual reports to the Board of Directors, Policy Advisory Committees and working groups, outside agencies and organizations, and/or community stakeholders.

• Maintain day-to-day responsibility for the administrative functions and responsibilities delegated by the Board of Directors; recommend policies and procedures accordingly.

• Oversee a variety of organizational or operational studies, investigations, audits, and reviews; and recommend modifications to SANDAG programs, policies, and procedures as appropriate.

• Provide executive support and act as an adviser to the Board of Directors and Policy Advisory Committees.

COMPETENCIES

Create Vision and Purpose
Communicates a clear, compelling, and inspired vision for the San Diego region’s future that is shared by all stakeholders; can accurately anticipate future trends and consequences and acts as a catalyst for organizational change; is adept at understanding and communicating context, factoring in the economic, social, and political environment.

Strategic Leadership
Demonstrates broad thinking and guides the actions and decision-making processes for the entire organization; formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization; positions SANDAG for ongoing success by identifying new opportunities; understands and scans the external environment for factors that could affect the organization’s performance and functioning.

Collaborate with Partners and Stakeholders
Deliberate and resourceful about seeking a wide and diverse range of perspectives; demonstrates openness, fairness, and flexibility to forge consensus and improve outcomes; is sensitive to how people and organizations function and can effectively maneuver complex political situations; is able to negotiate effective solutions while managing expectations.

Achieve Results
Mobilizes and manages resources to deliver the agency’s priorities; considers context, risks, and business intelligence to support high-quality and timely decisions; anticipates, plans, and monitors progress, adjusting when needed; takes responsibility for actions and outcomes.

Promote Innovation and Guide Change
Possesses the courage and resilience to challenge convention; is intellectually agile; fosters a culture of bold thinking and innovation and eliminates barriers that stifle creativity; creates a respectful, collaborative, and trusting work environment and encourages the expression of diverse opinions.

Manage Performance
Inspires and motivates people they lead and creates opportunities for them to do their best work; provides constructive and respectful feedback to encourage and enable performance excellence; champions and highlights the strategic importance of ongoing development and learning; fosters an environment of open communication between all individuals in the organization.

Integrity, Respect, and Trust
Exemplifies ethical practices, professionalism, and integrity; is widely trusted and interacts with others using a straightforward and honest approach; can present the truth in an appropriate and helpful way; supports agency values and beliefs and acts in line with those values.
EDUCATION AND EXPERIENCE
Any equivalent combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be: Fifteen years of increasingly responsible supervisory and management experience in public or private sector. City or county management experience is highly desirable. A Bachelor’s degree from an accredited college or university with major course work in planning, transportation, engineering, public or business administration, or a related field. A Master’s degree is highly desirable.

KNOWLEDGE AND SKILLS

Regional Governance
Familiar with the characteristics of federal, state, regional, and local government entities and how they function; facilitates consensus and brings together representatives from more than 20 local jurisdictions with competing needs to cooperate on a regional basis; provides complex, executive level support to a large Board of Directors.

Local Trends and Issues
Knowledgeable about current and pending trends, issues, and events affecting the San Diego region related to growth, transportation, environmental management, housing, open space, air quality, energy, fiscal management, economic development, and public safety.

Laws, Policies, and Regulations
Effectively interprets and applies federal, state, and local laws, codes, policies, procedures, and regulations relevant to SANDAG programs, services, and operational areas.

Funding Sources
Knowledgeable about federal, state, and local funding sources used for regional programs, services, and operations; coordinates with legislative representatives to pursue policy changes and funding opportunities.

Working Relationships
Establishes, maintains, and fosters effective working relationships with the Board of Directors, other elected officials, employees, representatives from Caltrans, MTS, NCTD, binational and inter-regional agencies, other partner organizations, community groups, and residents.

Political Savvy
Exercises discretion and political acumen in dealing with complex, sensitive, and confidential issues, and conflicting agendas and positions.

Management Practices
Demonstrates leadership expertise with organizational and management practices used for resource allocation, strategic planning, and internal control in a public agency environment.

Goal Setting
Incorporates innovation and sound judgment in developing, implementing, and administering goals, objectives, and procedures for planning, organizing, directing, and evaluating programs, services, and operations.

Supervision
Effectively directs the work of executive, management, and professional personnel; delegates authority and responsibility; and manages performance.
Fiscal Management
Knowledgeable of the principles and practices used for government budget preparation and control; administers large and complex budgets; allocates limited resources in a cost-effective manner.

Communication
Outstanding written and oral presentation skills; effectively communicates with a variety of audiences; prepares and presents clear and concise management and administrative reports.

Problem Solving
Analyzes problems, identifies alternative solutions, projects consequences of proposed actions, and implements recommendations in support of organization goals; successfully manages and implements internal and external change to support continual improvement initiatives.
INFORMACIÓN GENERAL
SANDAG es una agencia gubernamental regional creada por un proceso legislativo que sirve como foro para la toma de decisiones a nivel regional. SANDAG es regida por una Mesa Directiva compuesta de alcalde, concejales y supervisores de condados de cada uno de los 19 gobiernos locales de la región. Complementan a estos miembros con derecho a voto diversos representantes asesores del Condado de Imperial, el Departamento de Defensa de EE. UU., Caltrans, el Distrito Portuario Unificado de San Diego, el Sistema de Transporte Público Metropolitano, el Distrito de Transporte Público del Condado Norte, la Autoridad de Aguas del Condado de San Diego, la Asociación de Presidentes Tribales del Sur de California y México. Los Comités Asesores sobre Políticas ayudan a la Mesa Directiva a llevar a cabo el programa de trabajo de la agencia. Estos incluyen al Comité Ejecutivo, el Comité de Transporte, el Comité de Planeación Regional, el Comité de Fronteras, el Comité de Seguridad Pública y el Comité de Auditoría.

La Mesa Directiva de SANDAG es responsable de crear políticas públicas referentes a temas regionales significativos tales como crecimiento, transporte, gestión ambiental, vivienda, espacios abiertos, calidad del aire, energía, administración fiscal, desarrollo económico y seguridad pública. SANDAG sirve como la organización de planeación metropolitana designada federalmente y la Comisión de Transporte Regional para la región. SANDAG genera consensos, desarrolla planes estratégicos, obtiene y asigna recursos, construye infraestructura y proporciona información sobre una amplia gama de temas referentes a la calidad de vida en la región de San Diego.

RESUMEN DEL PUESTO
Bajo la dirección política de la Mesa Directiva, el Director Ejecutivo planificará, dirigirá, gestionará, administrará y supervisará las actividades y operaciones de SANDAG; coordinará servicios y actividades entre los departamentos de SANDAG, la Mesa Directiva, los Comités Asesores sobre Políticas, las agencias asociadas y las organizaciones externas; brindará apoyo altamente responsable y complejo a la Mesa Directiva; y brindará supervisión a los directivos y al personal de soporte gerencial, profesional, técnico y administrativo, ya sea directamente o por medio de subordinados.

TAREAS DEL TRABAJO
• Brindar liderazgo ejecutivo y dirección estratégica a los programas, proyectos y servicios de SANDAG.
• Posicionar a SANDAG como líder regional y representar a la agencia ante diversos consejos, juntas, comisiones, funcionarios de elección popular, representantes de gobierno internacionales (es decir, México), organizaciones de servicio comunitario y otros grupos públicos, lo que incluye responder a, negociar y resolver asuntos delicados, significativos y controversiales.
• En coordinación con la Mesa Directiva y el personal, dirigir, planificar y administrar el desarrollo y la implementación de las metas, los objetivos, las políticas y las prioridades de la agencia.
• Garantizar que SANDAG ofrezca servicios al público y a las agencias asociadas de manera eficiente y efectiva, y esforzarse para identificar mejoras e implementar los cambios necesarios.
DIRECTOR EJECUTIVO DE SANDAG
BORRADOR DE DESCRIPCIÓN DEL PUESTO

• Supervisar y monitorear la integridad fiscal de SANDAG y garantizar que la agencia mantenga una posición financiera positiva.
• Preparar y presentar informes escritos, orales y visuales ante la Mesa Directiva, los Comités Asesores sobre Políticas y los grupos de trabajo, agencias y organizaciones externas, y/o grupos de interés en la comunidad.
• Mantener la responsabilidad por las funciones y responsabilidades administrativas cotidianas delegadas por la Mesa Directiva; recomendar las políticas y los procedimientos que correspondan.
• Supervisar una variedad de estudios, investigaciones, auditorías y revisiones, tanto organizacionales como operativas; y recomendar modificaciones a los programas, las políticas y los procedimientos de SANDAG cuando resulte apropiado.
• Proporcionar apoyo ejecutivo y fungir como asesor de la Mesa Directiva y los Comités Asesores sobre Políticas.

COMPETENCIAS

Crear visión y propósito
Comunica una visión clara, atractiva e inspirada para el futuro de la región de San Diego que sea compartida por todos los grupos de interés; puede anticipar correctamente las tendencias y consecuencias futuras y actúa como catalizador del cambio organizacional; es experto en comprender y comunicar contexto, tomando en cuenta el entorno económico, social y político.

Liderazgo estratégico
Demostración de un amplio criterio y dirige las acciones y los procesos de toma de decisiones de toda la organización; formula objetivos y prioridades e implementa planes congruentes con los intereses a largo plazo de la organización; posiciona a SANDAG para el éxito continuo al identificar nuevas oportunidades; comprende y observa el entorno externo para detectar factores que puedan afectar el desempeño y el funcionamiento de la organización.

Colaboración con socios y grupos de interés
Es prudente y capaz para obtener una gama amplia y diversa de perspectivas; demuestra apertura, equidad y flexibilidad para forjar consensos y mejorar resultados; es sensible a la manera en que funcionan las personas y las organizaciones y puede maniobrar con efectividad en situaciones políticas complejas; es capaz de negociar soluciones efectivas a la vez de gestionar las expectativas.

Obtención de resultados
Moviliza y gestiona recursos para cumplir las prioridades de la agencia; toma en cuenta el contexto, los riesgos y la inteligencia empresarial para respaldar decisiones oportunas y de alta calidad; anticipa, planifica y monitorea el progreso, a la vez de hacer ajustes cuando sea necesario; asume la responsabilidad por las acciones y los resultados.

Promoción de la innovación y orientación del cambio
Posee el valor y la resistencia para desafiar los convencionalismos; tiene agilidad intelectual; fomenta una cultura de pensamiento audaz e innovación y elimina los obstáculos que suprimen la creatividad; crea un entorno laboral de respeto, colaboración y confianza e incentiva la expresión de opiniones diversas.

Administración del desempeño
Inspira y motiva a las personas a las que dirige y crea oportunidades para que hagan su mejor trabajo; ofrece comentarios constructivos y respetuosos para incentivar y permitir la excelencia en el desempeño; promueve y destaca la importancia estratégica del desarrollo y el aprendizaje continuo; fomenta un entorno de comunicación abierta entre todas las personas de la organización.

Integridad, respeto y confianza
Es un ejemplo de prácticas éticas, profesionalismo e integridad; cuenta con la confianza de los demás e interactúa con otras personas de manera directa y honesta; puede presentar la verdad de manera apropiada y útil; respalda los valores y creencias de la agencia y actúa de manera congruente con esos valores.
DIRECTOR EJECUTIVO DE SANDAG
BORRADOR DE DESCRIPCIÓN DEL PUESTO

PREPARACIÓN Y EXPERIENCIA
Cualquier combinación equivalente de experiencia y preparación académica que proporcione los conocimientos y habilidades necesarios es suficiente para calificar. Una manera típica de obtener los conocimientos y habilidades que se requieren sería: quince años de experiencia en supervisión y administración con responsabilidades crecientes, ya sea en el sector público o en el privado. La experiencia en administración de ciudades o condados es sumamente deseable. Un diploma de licenciatura de una universidad o institución acreditada con concentración en planeación, transporte, ingeniería, administración pública, administración de empresas u otro campo relacionado. Un diploma de maestría es sumamente deseable.

CONOCIMIENTOS Y HABILIDADES

Gobierno regional
Familiaridad con las características de las entidades gubernamentales federales, estatales, regionales y locales y su funcionamiento; facilita el consenso y reúne a representantes de más de 20 jurisdicciones locales con necesidades en conflicto para cooperar a nivel regional; brinda apoyo complejo a nivel ejecutivo a una Mesa Directiva extensa.

Tendencias y asuntos locales
Conocimiento de tendencias, asuntos y eventos, tanto en curso como pendientes, que afecten a la región de San Diego y estén relacionados con crecimiento, transporte, gestión ambiental, vivienda, espacios abiertos, calidad del aire, energía, administración fiscal, desarrollo económico y seguridad pública.

Leyes, políticas y normativas
Interpreta y aplica de manera efectiva las leyes, códigos, políticas, procedimientos y normativas, tanto federales como estatales y locales, que son pertinentes para los programas, servicios y áreas de operación de SANDAG.

Fuentes de financiamiento
Conocimiento de las fuentes de financiamiento federales, estatales y locales utilizadas para programas, servicios y operaciones regionales; se coordina con representantes legislativos para buscar cambios en políticas y oportunidades de financiamiento.

Relaciones de trabajo
Establece, mantiene y fomenta relaciones de trabajo efectivas con la Mesa Directiva, otros funcionarios de elección popular, empleados, representantes de Caltrans, MTS, NCTD, agencias binacionales e interregionales, otras organizaciones asociadas, así como con grupos comunitarios y residentes.

Destreza política
Ejerce discreción y perspicacia política para tratar asuntos complejos, delicados y confidenciales, así como intereses y posiciones en conflicto.

Prácticas administrativas
Demuestra liderazgo experto con prácticas organizacionales y administrativas que se utilizan para distribución de recursos, planeación estratégica y control interno en el entorno de una agencia pública.

Establecimiento de metas
Incorpora innovación y sensatez para desarrollar, implementar y administrar metas, objetivos y procedimientos para planificar, organizar, dirigir y evaluar programas, servicios y operaciones.

Supervisión
Dirige de manera efectiva el trabajo del personal ejecutivo, administrativo y profesional; delega autoridad y responsabilidad; y administra el desempeño.
Administración fiscal
Conocimiento de los principios y las prácticas utilizadas para la preparación y el control de presupuestos gubernamentales; administra presupuestos extensos y complejos; asigna recursos limitados de manera eficiente.

Comunicación
Extraordinarias habilidades para presentaciones escritas y orales; se comunica con efectividad con una variedad de audiencias; prepara y presenta informes gerenciales y administrativos que son claros y concisos.

Solución de problemas
Analiza problemas, identifica soluciones alternativas, prevé las consecuencias de las acciones propuestas, e implementa recomendaciones que respalden las metas de la organización; administra e implementa con éxito cambios internos y externos que respalden las iniciativas de mejora continua.
December 13, 2017

Honorable Ron Roberts, Chairman, and Board of Directors
San Diego Association of Governments
401 B St., Suite 800
San Diego, CA 92101

Dear Chairman Roberts and Board:

I am writing in support of community members who live in the neighborhoods near Hedenkamp Elementary School. A six-lane road is being constructed in front of the school, which historically has been a four-lane road. This news has created considerable consternation in the community, as well as with our Board of Education. If this construction continues, Hedenkamp Elementary will be the only school in the District that will front a six-lane road. This situation exists because the San Diego Association of Governments (SAN DAG) is constructing the last leg of the South Bay Rapid (SBR) route along East Palomar Street to Interstate 805 right through the Hedenkamp community.

While our school and District are creating and promoting safer routes for our children to walk or bike to school, this six-lane road challenges our initiatives to create healthier, walkable communities. Community members voiced that there was not proper notice to residents in the Hedenkamp community about the SBR project. In particular, the path was redirected to include the stretch in front of Hedenkamp without proper community input and feedback. Residents do not feel that SAN DAG and the City of Chula Vista (City) did their due diligence in notifying them of changes.

While an environmental impact report was prepared about the project, the safety considerations in the report have not been adequately addressed. There are practical considerations as well. For example, existing lanes on this stretch of East Palomar will be narrowed in order to allow the construction of the SBR lanes. As a result, the flow of traffic on the south side of East Palomar will be impeded when parents drop off or pick up their children; they will have nowhere else to queue for drop-off/pick-up other than the lane in front of the school. Traffic will be effectively reduced to one lane, which will create daily challenges for the school and residents.

The Chula Vista Elementary School District's programs, activities, and practices shall be free from discrimination based on race, color, ancestry, national origin, ethnic group identification, age, religion, marital or parental status, physical or mental disability, sex, sexual orientation, gender, gender identity or expression, or genetic information; the perception of one or more of such characteristics, or association with a person or group with one or more of these actual or perceived characteristics. (CVESD Board Policy 0410.)
In addition, ample parking is needed for many of Hedenkamp’s special events. We have been informed by City staff that our special event parking needs will be dealt with on a case-by-case basis. Hedenkamp Elementary has about 1,000 students. Whole families like to attend school events. Without the ability to park on the street for special events, school activities will be dramatically curtailed. This would be a direct consequence of the SBR project. I respectfully ask for the City to consider re-directing SANDAG’s SBR project to another route that does not pass in front our elementary school.

My Board and I feel that unless the SBR project is re-routed, its completion will be a setback to the quality of life for students, families and residents in the Hedenkamp community.

Please feel free to communicate with me directly about any questions or concerns. We pride ourselves on being a SANDAG partner. We look forward to continue our positive relationship.

Sincerely,

Francisco Escobedo, Ed.D.
Superintendent
January 8, 2018

Superintendent Francisco Escobedo, Doctor of Education
Chula Vista Elementary School District
84 East J Street
Chula Vista, CA 91910

Dear Dr. Escobedo,

Thank you for reaching out to the San Diego Association of Governments (SANDAG) Board of Directors regarding the South Bay Rapid project. We value the engagement of all stakeholders and we welcome the opportunity to discuss the project in greater depth with the Chula Vista Elementary School District. Your letter will be presented to the SANDAG Board of Directors at its January 12, 2018, meeting. I would like to address some of your stated concerns in advance of that meeting.

To address the community’s concern about the notification of the project alignment – the current alignment of South Bay Rapid along East Palomar Street between Heritage Road and Interstate 805 (I-805) has been a part of the Regional Transportation Plan (RTP) since the adoption of the SANDAG MOBILITY 2030: The Transportation Plan for the San Diego Region (MOBILITY 2030) in 2003. These documents are available in the Transportation section of the SANDAG website. Stakeholders and members of the public are invited to review and provide comment on RTP updates every four years.

The South Bay Rapid alignment along East Palomar Street also has been shown in both the Chula Vista General Plan and the Otay Ranch General Development Plan since 2005. These documents also engaged the community through a public outreach, review, and comment process.

Once construction is complete in early 2019, East Palomar Street will retain two public travel lanes in each direction. A transit guideway – two dedicated lanes for Rapid vehicles – will exist in the median of the road. South Bay Rapid vehicles will be powered by natural gas and will adhere to posted speed signs of 35 miles per hour (25 miles per hour in designated school zones). Four buses will operate in each direction during peak commuting hours (6 to 9 a.m. and 3 to 6 p.m.).

**Project Development**

South Bay Rapid is the result of many years of planning and collaboration with South County communities, the City of San Diego, Caltrans, the City of Chula Vista, and the Metropolitan Transit System. The initial concept of a high-frequency transit service connecting the international border with Downtown San Diego through eastern Chula Vista was initially proposed in the Otay Ranch General Development Plan in 1993.
Prior to 2000, early RTPs showed plans to extend a light rail service through eastern Chula Vista along Telegraph Canyon Road and State Route 125. However, in late 2000, the Metropolitan Transit Development Board’s Transit First! study determined that this light rail alignment was not feasible due to existing bridge design and environmental sensitivities along the Sweetwater River Valley.

In 2003, SANDAG conducted the South Bay Transit First! study, which identified East Palomar Street as a feasible transit corridor alignment. Concurrently, a Caltrans study deemed a High-Occupancy Vehicle Direct Access Ramp (DAR) feasible at East Palomar Street and I-805. As these documents and other SANDAG planning documents were developed, the Transit First! concept began to evolve away from a fixed light rail service into a bus rapid transit (BRT) network. These findings and strategies culminated in the addition of the future BRT alignment along East Palomar Street in the MOBILITY 2030 RTP in 2003 with the project now known as South Bay Rapid.

Project Communications and Outreach

As the South Bay Rapid project moved into the planning, design, and environmental phases, focused outreach efforts began in the Chula Vista community to inform the public of the project and to invite community comment and feedback on the proposed route.

Since 2009, SANDAG has hosted 12 community meetings and public hearings\(^1\) along the proposed route, distributed tens of thousands of pieces of direct mail to nearby residents and businesses, placed 17\(^2\) advertisements in local publications in English and Spanish, and conducted dozens of community group, business, organization, and elected official presentations and briefings. Additionally, SANDAG has distributed consistent electronic communication via email blasts, website updates, and social media messaging, all of which are routinely shared by partner agencies and engaged stakeholder organizations.

Our project team has set up regular check-in meetings with Hendenkamp Elementary School and district staff to coordinate construction activities throughout the duration of the project. In particular, we are actively monitoring inbound and outbound traffic to ensure that school drop-offs and pick-ups are impacted as minimally as possible. The goal is to minimize any disruption to school operations and to continue to ensure a safe construction zone for the public and for workers.

Project Features and Safety

During the project’s Environmental Impact Report public review phase, SANDAG collected feedback from hundreds of local residents and businesses. South Bay Rapid was designed incorporating this feedback, and enhances key pedestrian safety elements as outlined in the City’s General Plan and other land use plans. These improvements will benefit those who use the transit service as well as those who walk, drive, or ride bikes along East Palomar Street. A few of these benefits and safety features include:


• Maintaining a minimum ten-foot shared-use path along the south side of East Palomar Street.

• Installing new and expanded ten-foot-wide directional pedestrian ramps along the shared-use path on the south side of East Palomar Street at Santa Carina Road and Santa Sierra Drive in compliance with accessibility and Americans with Disabilities Act (ADA) Shared-Use Trail Accessibility Guidelines.

• Increasing the minimum sidewalk width on the north side of East Palomar Street from five feet to six feet, with the exception of a few areas in which an ADA-compliant minimum width of four feet is used to avoid obstructions, such as fire hydrants and above-ground electrical boxes.

• Modifying the existing traffic signal at Hedenkamp Elementary School to improve the crosswalk zone and visibility. The latest ADA-compliant programmable Polara Navigator Accessible Pedestrian Signal Systems with audible crossing indications and remaining pedestrian time countdown will be installed.

• Installing or modifying traffic signals along the entire Rapid route to improve vehicle progression and intersection safety for all users, including pedestrians and bicyclists.

• Maintaining separation of pedestrian routes from roadways with water-efficient landscaped parkway buffer zones.

• Maintaining the number of vehicle lanes along East Palomar Street and reducing their widths, which is expected to reduce vehicular speeds as documented by National Association of City Transportation Officials (https://nacto.org/publication/urban-street-design-guide/street-design-elements/lane-width/).

• Equipping all Rapid vehicles with a top-of-the-line forward collision warning system, which alerts drivers when there is an object within 200 feet of the front of the vehicle.

With respect to your comments about use of the road for morning drop-offs and special event parking, that is a question best directed to the City of Chula Vista. Traffic enforcement and street closures are under the jurisdiction of the City of Chula Vista. The City of Chula Vista has indicated its commitment to reviewing proposals submitted by the school district.

We value the working relationships we have developed with all of our member agency stakeholders. Please let us know if you would like to meet in person. We are happy to meet at your office or ours to review the project plans, technical documents, safety precautions, and outreach efforts undertaken to date.

Please let me know if you have any immediate questions or concerns. I can be reached at (619) 699-1900 or jim.linthicum@sandag.org.

Sincerely,

[Signature]

JIM LINTHICUM
Director of Mobility Management and Project Implementation

JLIN/MGU/kwa
Stakeholder and Community Engagement

Opportunities to gather input:
- Phone calls and in-person meetings with Board and Policy Advisory Committee members, partner agencies, and regional organizations
- Today’s Board of Directors meeting
- Five subregional community meetings
- Feedback sessions with employees
- Survey
## Engagement Process Results

**Input will be used to:**

- Revise position description and define a profile of the ideal candidate
- Create recruitment brochure
- Develop advertising campaign
- Develop selection criteria
- Identify appropriate leadership assessments
- Create behaviorally focused interview questions
- Ultimately inform a quality decision by the Board

## Work Plan - Milestones

**Key dates and activities:**

- **January 2018:** Stakeholder and community engagement
- **February 9:** Position description finalized at Board retreat
- **By February 16:** Position advertised
- **By March 16:** Closing date for applications
- **By April 13:** Short-list candidates interviewed by Subcommittee
- **April 27:** Finalists interviewed by SANDAG Board of Directors
- **May:** Offer and negotiation
- **Summer 2018:** Start date to be determined
Engagement Questions

• What leadership characteristics are important for the next Executive Director?

• What knowledge and skills are important for the next Executive Director?

Questions and Comments

Pamela Derby
Sr. Executive Recruiter, CPS HR Consulting
pderby@cpshr.us
(916) 471-3126