



**ANNUAL  
BOARD OF DIRECTORS RETREAT**

**2018 STRATEGIC PLANNING  
February 7 – 9, 2018**

**Barona Resort  
Golf Events Center  
1932 Wildcat Canyon Road  
Lakeside, CA 92040  
(619) 443-2300  
(Retreat atmosphere and dress are casual)**

*Members of the public may address the Board of Directors on any issue not related to agenda items during Public Comments/Communications. Members of the public wishing to speak to the Board on an item on the agenda will be called on at the end of that session. Please complete a speaker's slip and present the slip to a SANDAG staff member.*



Members of the public may address the SANDAG Board of Directors on any issue not related to Retreat agenda items during Public Comments/Communications. Members of the public wishing to speak to the Board on an agenda item will be called on at the end of that session. Please complete a speaker's slip and present the slip to a SANDAG staff member. Public speakers are limited to three minutes or less per person. Public comments regarding the Retreat agenda can be sent to SANDAG via [comment@sandag.org](mailto:comment@sandag.org). Please include the agenda item, your name, and your organization. Email comments should be received no later than noon, two working days prior to the start of the Board of Directors Retreat.

Any handouts, presentations, or other materials from the public intended for distribution at the Board of Directors Retreat should be received by the Clerk of the Board no later than noon, two working days prior to the start of the Board of Directors Retreat. In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to agenda and meeting materials online at [sandag.org/meetings](http://sandag.org/meetings). Additionally, interested persons can sign up for agenda posting e-notifications by visiting [sandag.org](http://sandag.org) or sending a request to [webmaster@sandag.org](mailto:webmaster@sandag.org).

In compliance with Government Code §54952.3, the compensation for legislative body members attending the following simultaneous or serial meetings is: SANDAG Executive Committee \$100 and SANDAG Board of Directors \$150. Compensation rates for these meetings are set pursuant to the SANDAG Bylaws, which can be viewed at [sandag.org/legal](http://sandag.org/legal).

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 SANDAG General Counsel John Kirk at (619) 699-1997 or [john.kirk@sandag.org](mailto: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 the SANDAG Board of Directors Retreat. If such assistance is required, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting.

To request the Retreat agenda in an alternative format, please call (619) 699-1900, (619) 699-1904 (TTY), or fax (619) 699-1905.

This agenda also 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.

## DIRECTIONS TO MEETING LOCATION

### Meeting Location:

Barona Resort Golf Event Center  
1932 Wildcat Canyon Road  
Lakeside, CA 92040

### Driving Directions:

#### From Downtown San Diego

Take I-8 East toward El Centro  
Merge onto CA-67 North  
Turn right onto Mapleview  
Turn left onto Ashwood/Wildcat Canyon Road  
Proceed approximately 6 miles  
Turn left onto Founders Way

#### From South Bay

Take I-805 North  
Merge onto CA-84 East  
Continue onto CA-125 North  
Exit 18A to merge onto I-8 East  
Merge onto CA-67 North  
Turn right onto Mapleview Street  
Turn left onto Ashwood Street/Wildcat Canyon Road  
Proceed approximately 6 miles  
Turn left onto Founders Way

#### From North County

Take I-15 South toward San Diego  
Use right two lanes to exit 22 for Camino Del Norte  
Continue onto Twin Peaks Road  
Turn right onto Espola Road  
Turn Left onto Poway Road  
Turn right onto CA-67 South  
Turn left onto Willow Road  
Turn left onto Wildcat Canyon Road  
Turn left onto Founders Way



#### From East of Alpine

Take Interstate 8 West toward San Diego  
Take exit 23 for Lake Jennings Park Road  
Turn right onto Lake Jennings Park Road  
Continue onto Mapleview Street  
Turn right onto Ashwood Street  
Continue onto Wildcat Canyon Road  
Turn left onto Founders Way

*The Barona Valley Ranch Resort Golf Events Center is accessible by public transit.*

## WEDNESDAY, FEBRUARY 7

### ORIENTATION: PARTS 1 TO 5

2:30 p.m.

#### **PART 1: WELCOME**

(Creek Ballroom)

**Hon. Raymond Welch**, Vice Chairman, Barona Band of Mission Indians

2:45 to 3:15 p.m.

#### **PART 2: "SANDAG 101" FOR NEW AND EXISTING BOARD MEMBERS**

(Creek Ballroom)

**Kim Kawada**, Chief Deputy Executive Director, SANDAG

New additions to the SANDAG Board of Directors will learn the basics of their roles as members of the regional decision-making body. All members are encouraged to attend and share their valued experiences and insight.

3:15 to 3:45 p.m.

#### **PART 3: INTRODUCTION TO THE CHALLENGES AHEAD**

(Creek Ballroom)

Seasoned Board members will offer a quick look ahead at a few of the challenging issues SANDAG will likely face during the coming year, including the topics listed below.

*Please take note of the letters in front of each topic, and look further in the agenda for those letters to see sessions that are intended to address these issues in more detail.*

- Ⓐ Meeting SANDAG's obligations under *TransNet*
- Ⓑ The continuing debate over highways/roads and transit
- Ⓒ Issues of transparency and communications
- Ⓓ SANDAG planning and forecasting efforts
- Ⓔ The need to compete for funding

## WEDNESDAY, FEBRUARY 7

- 3:45 to 5:15 p.m.      **PART 4: LIGHTNING LEARNING: HOW SANDAG WORKS** (Challenges A, D, and E – see *Orientation Part 3*)  
(Oak I Ballroom)
- Kim Kawada**, Chief Deputy Executive Director, SANDAG
- After the general orientation, participate in a round of speed briefings with technical experts to get the basics and ask questions in small group settings on the fundamentals of some of the key work performed by the agency. Topics will include:
- Project prioritization and cost estimation
  - Financial health of SANDAG/*TransNet*
  - Forecasting and planning
  - SANDAG products and services
  - Climate and energy planning
- 5:15 to 5:30 p.m.      **PART 5: REPORT OUT & ORIENTATION WRAP UP**  
(Oak I Ballroom)
- Hon. Terry Sinnott**, SANDAG Chair
- A brief report out about the orientation process, what was learned, what was missed, and a quick preview of Thursday’s schedule.
- 5:30 p.m.              **PUBLIC COMMENTS/COMMUNICATIONS**
- 6:30 p.m.              **DINNER**  
(Italian Cucina)
- Mike Madrid**, Principal, GrassrootsLab
- The demographics of the region are changing. Mike Madrid, an expert on how those demographics influence how decisions are made at the ballot box, will offer his thoughts on what the future might hold.

## THURSDAY, FEBRUARY 8

Thursday's sessions will be moderated by Trudy Sopp, Founder & Consulting Partner, The Centre for Organization Effectiveness

7:30 a.m.

### **BUFFET BREAKFAST**

(Fairway Foyer)

8:45 to 10 a.m.

### **THE KEYS TO SUCCESSFUL REGIONALISM** (Challenges A, B, and E – see *Orientation Part 3*)

(Oak I Ballroom)

**Garry Bonelli**, Commissioner, Port of San Diego (Introduction)

**James Corless**, Chief Executive Officer, Sacramento Area Council of Governments

**Steve Heminger**, Executive Director, Metropolitan Transportation Commission/Association of Bay Area Governments

**Hasan Ikhata**, Executive Director, Southern California Association of Governments

Join a facilitated discussion with the leaders of the other major regional planning organizations in the state—Sacramento, the Bay Area, and Southern California. Explore some fundamental questions about the role of these organizations, including what exactly regionalism is, what are the key elements to a successful regional approach, and what benefits does regionalism bring to a community. Bottom line: How can SANDAG be more effective as a regional planning organization?

10 to 11 a.m.

### **PLANNING A TRANSPORTATION NETWORK AMID UNCERTAINTY** (Challenges B and D – see *Orientation Part 3*)

(Oak I Ballroom)

**Charles “Muggs” Stoll**, Director of Land Use and Transportation Planning, SANDAG

**Ronald Milam**, Director of Evolving the Status Quo, Fehr & Peers

The Board and staff have begun the process of building the next edition of the agency's long-range planning document, San Diego Forward: The 2019-2050 Regional Plan. A fiscally constrained vision for the region's future transportation network will form the core of that plan. In addition to traditional transportation choices, the network could include innovative new technologies—some of which will be explained by Ronald Milam, a specialist in the field. Discuss how you would like to go about developing that network. What options should be considered? Amid uncertainties about funding and deploying innovations, discuss what reasonable assumptions and decisions can be made about the future network.

## THURSDAY, FEBRUARY 8

- 11 a.m. to 12 noon      **COMMUNICATIONS AND TRANSPARENCY** (Challenge C – *see Orientation Part 3*)  
(Oak I Ballroom)  
**Matt Hall**, Editorial and Opinion Director, The San Diego Union-Tribune  
**Haney Hong**, President and Chief Executive Officer, San Diego County Taxpayers Association  
**Colin Parent**, Executive Director, Circulate San Diego  
Hear from a panel of knowledgeable and engaged stakeholders on the subject of SANDAG communications and transparency. Take part in a facilitated discussion about communications between SANDAG, its member agencies, and the public, as well as issues revolving around transparency and public trust. What is SANDAG doing right? What needs to be improved, and how best can that be accomplished?
- 12 noon                      **PUBLIC COMMENTS/COMMUNICATIONS**
- 12 noon to 1:15 p.m.      **LUNCH**  
(Lake Terrace Patio)
- 1:15 to 1:45 p.m.        **2017 BEGINNINGS, COMPLETIONS, AND MILESTONES**  
(Oak I Ballroom)  
**Video**  
During this session, take a look all around the county at accomplishments made in 2017 on behalf of the region’s citizens and quality of life.
- 1:45 to 2:30 p.m.        **TIME TO STRETCH: GRAB A CLUB AND HIT SOME BALLS**  
(Putting Green and Driving Range)  
Take a three-minute stroll to Barona’s putting green and driving range. Hit some balls or kick back and watch your colleagues. One Barona golf pro will circulate through the group with tips on how to improve your swing on the range, and a second will give pointers on putting at the green. (Range balls and clubs provided. Flat shoes are required on putting green.)
- 2:30 to 3:45 p.m.        **LIFE AFTER MEASURE A: FUNDING THE FUTURE** (Challenges A and E – *see Orientation Part 3*)  
(Oak I Ballroom)  
What comes next after Measure A was unable to win the two-thirds majority needed to bring a new source of local funding for infrastructure to the region? To fully realize the Board’s vision for the future, SANDAG will need additional funds to match state and federal dollars. What are the options after Measure A? Subregional measures? Senate Bill 1? Measures sponsored by the Metropolitan Transit System and/or North County Transit District? Something else? Nothing at all?

## THURSDAY, FEBRUARY 8

3:45 to 5 p.m.

### **MOVING FORWARD**

(Oak I Ballroom)

Discuss how the Board moves forward in a changing environment. How best can the Board continue to work effectively given the region's evolving conditions, including such things as the implementation of Assembly Bill 805, funding needs, and the region's changing demographics.

5 p.m.

### **PUBLIC COMMENTS/COMMUNICATIONS**

6 p.m.

### **DINNER**

(Fairway Foyer)

**Steve Breen**, Editorial Cartoonist, The San Diego Union-Tribune

Pulitzer Prize winning editorial cartoonist Steve Breen will offer some interesting and fun insights about goings on in our region, the state, and the nation.



## FRIDAY, FEBRUARY 9

7:30 a.m.

### **BUFFET BREAKFAST**

(Fairway Foyer)

8 to 8:45 a.m.

### **SANDAG EXECUTIVE COMMITTEE MEETING**

(Creek Ballroom)

The agenda for the SANDAG Executive Committee meeting will be posted separately in accordance with SANDAG policy and Brown Act requirements.

8:45 to 9:45 a.m.

### **RIDE TO THE FUTURE: TAKE A SPIN IN AN AUTONOMOUS VEHICLE**

(Golf Events Center)

**Sanjiv Nanda**, VP Engineering, Corporate Research & Development, Qualcomm Corporation

Board Members will be invited to take a two-minute spin around Barona's parking lot in an autonomous vehicle. Innovators at Qualcomm will explain the technology, as well as what will be needed from a practical perspective to deploy these vehicles on San Diego County roads.

9:45 to 10:45 a.m.

### **LOOKING FORWARD: THE NEXT EXECUTIVE DIRECTOR**

(Oak I Ballroom)

**Pamela Derby**, Executive Recruiter, CPS HR Consulting

Your executive search firm will present results from recent community engagement activities that gathered public and stakeholder input about key attributes desired for the next SANDAG Executive Director. What experience, skills, and leadership characteristics do you think are most important to include in the position description and recruitment brochure?

10:45 a.m.

### **PUBLIC COMMENTS/COMMUNICATIONS**

10:50 to 11 a.m.

### **RETREAT WRAP-UP**

11 a.m.

### **RETREAT CONCLUDES**

*Following the retreat, please take a moment to give us your feedback by completing a brief survey at [sandag.org/2018RetreatSurvey](http://sandag.org/2018RetreatSurvey). Thank you.*