



**INTERTRIBAL
TRANSPORTATION
WORKING GROUP**

- Barona Band of Mission Indians*
- Campo Band of Mission Indians*
- Ewiiapaayp Band of the Kumeyaay Indians*
- Iipay Nation of Santa Ysabel*
- Jamul Indian Village of California*
- La Jolla Band of Luiseño Indians*
- La Posta Band of the Kumeyaay Nation*
- Pala Band of Mission Indians*
- Pauma Band of Luiseño Indians*
- Rincon Band of Luiseño Indians*
- San Pasqual Band of Diegueño Indians*
- Sycuan Band of the Kumeyaay Nation*
- Viejas Band of Kumeyaay Indians*



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MEETING NOTICE AND AGENDA

INTERAGENCY TECHNICAL WORKING GROUP ON TRIBAL TRANSPORTATION ISSUES

The Interagency Technical Working Group on Tribal Transportation Issues may take action on any item appearing on this agenda.

Wednesday, January 31, 2018

10 a.m. to 1 p.m.

Working lunch hosted by the Barona Tribal Council.

Barona Golf Events Center
Barona Indian Reservation
1932 Wildcat Canyon Road
Lakeside, CA 92040

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

AGENDA HIGHLIGHT

- **TRIBAL TRANSPORTATION WORKSHOP**

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

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.



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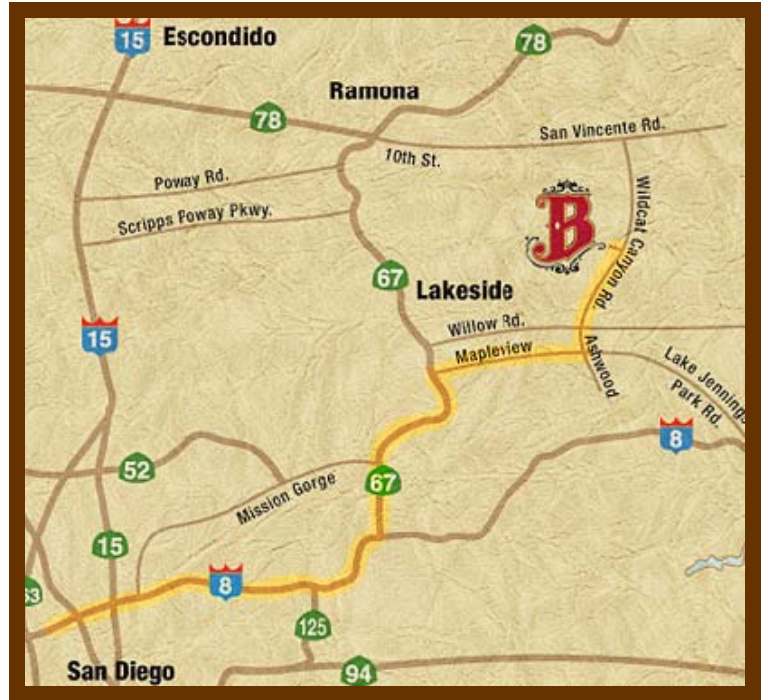
请在会议前至少 72 小时打电话 (619) 699-1900 提出请求.

DIRECTIONS TO MEETING LOCATION

Meeting location:

Barona Valley Ranch Resort & Casino
Barona Golf Events Center
 1932 Wildcat Canyon Road
 Lakeside, CA 92040

Driving Directions from San Diego:
Take Interstate 8 to State Route 67 North
Travel 5 miles to the first light
Turn right on Mapleview Street
At the next four-way intersection, turn left onto Ashwood
Ashwood becomes Wildcat Canyon Road
Continue north on Wildcat Canyon Road
Drive five miles to the main entrance of Barona Valley Ranch Resort & Casino
Turn left into the Barona driveway
Turn right towards Golf Events Center
Parking is available in front of the Center
Follow signs to the conference room



The Valley Express Shuttle is available from the following locations:

Valley Express Shuttle Schedule Must be 18 years old to ride the shuttle		
Depart: El Cajon Transit Center	Depart: Mapleview 7-Eleven	Depart: Barona Group Porte- Cochere
5:15 a.m.	5:22 a.m.	11:05 p.m.
6:00 a.m.	6:07 a.m.	12:05 p.m.
6:20 a.m.	6:27 a.m.	12:30 p.m.
6:55 a.m.	7:02 a.m.	1:25 p.m.
7:15 a.m.	7:22 a.m.	2:05 p.m.
7:45 a.m.	7:52 a.m.	2:30 p.m.
8:50 a.m.	8:57 a.m.	3:10 p.m.
9:15 a.m.	9:22 a.m.	3:35 p.m.
10:00 a.m.	10:07 a.m.	4:20 p.m.
10:35 a.m.	10:42 a.m.	4:40 p.m.

INTERAGENCY TECHNICAL WORKING GROUP ON TRIBAL TRANSPORTATION ISSUES

Wednesday, January 31, 2018

ITEM NO.		RECOMMENDATION
1.	WELCOME BY BARONA TRIBAL COUNCIL AND SELF INTRODUCTIONS The Barona Tribal Council will welcome the Interagency Technical Working Group on Tribal Transportation Issues (Working Group) Members and the public to their tribal nation.	INFORMATION
2.	PUBLIC/MEMBER COMMENTS AND COMMUNICATIONS (Erica Pinto, Working Group Co-Chair, Jamul) Members of the public shall have the opportunity to address the 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 meeting coordinator prior to speaking. Public speakers should notify the meeting 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.	INFORMATION
+3.	APPROVAL OF MEETING MINUTES (Erica Pinto, Working Group Co-Chair, Jamul) The Working Group is asked to review and approve meeting minutes: +3A. August 2, 2017, hosted by Viejas Band of the Kumeyaay Nation +3B. November 15, 2017, hosted by the Pala Band of Mission Indians	APPROVE
CONSENT		
4.	2018-2022 REGIONAL TRANSPORTATION IMPROVEMENT PLAN (Sue Alpert) San Diego Forward: The Regional Plan (Regional Plan) is the long-range transportation vision for the region. The Regional Transportation Improvement Plan (RTIP) implements the projects identified in the initial years of the Regional Plan. The RTIP is required to be consistent with the projects in the Regional Plan, including matters relating to scope, cost, and schedule. The current Regional Plan was approved by the SANDAG Board of Directors on October 9, 2015. The 2018 RTIP details the major projects anticipated to be initiated and/or implemented during the period from FY 2018/2019 to FY 2022/2023. SANDAG is required to include projects in the category on Indian Reservation Roads. SANDAG is working closely with the Bureau of Indian Affairs to obtain the most recent tribal project information for inclusion. The project information must be submitted by March 2018 in order to meet approval in September.	INFORMATION

CHAIR'S REPORT

- +5. **CO-CHAIRS REPORT (Erica Pinto, Jamul Indian Village of California Chair; Charles "Muggs" Stoll,)** **INFORMATION**

Chair Erica Pinto will brief the Working Group on issues related to tribal transportation. Staff will update the Working Group on institutional changes at SANDAG.

REPORTS

- +6. **2019 SAN DIEGO FORWARD: THE REGIONAL PLAN – TRIBAL CONSULTATION** **DISCUSSION**

6A. San Diego Forward: The Regional Plan Overview and Approach (Coleen Clementson)

SANDAG is updating San Diego Forward: The Regional Plan (Regional Plan). The updated Regional Plan will be known as "San Diego Forward: The 2019-2050 Regional Plan," and is anticipated for adoption by the SANDAG Board of Directors in fall 2019. Staff will provide an update on Board actions, including vision, goals, and policy objectives development; the unconstrained network; and the approach to developing the revenue-constrained transportation network scenarios.

+6B. Tribal Policy Paper and Tribal Summit

As part of the Tribal Consultation process, a summit is convened between the SANDAG Board of Directors and the Southern California Tribal Chairmen's Association (SCTCA) to discuss policy issues of mutual concern and determine strategic actions to be implemented through the Regional Plan. As part of this effort, a tribal policy paper is developed to provide background on the state of relations. The Working Group is asked to discuss tribal transportation accomplishments and updates. A sample matrix from 2014 will be provided. The Working Group also is asked to provide ideas related to the structure of the summit.

7. **TRIBAL TRANSPORTATION WORKSHOP (Jane Clough)** **DISCUSSION**

SANDAG and the Southern California Tribal Chairmen's Association, through the Working Group, completed an Intra-regional Tribal Transportation Strategy, which examines tribal mobility needs in a regional context. One of the near-term strategic actions is to break into corridor subgroups and discuss projects in more detail to determine if there are projects that have potential to move forward because of mutual interest, funding opportunities, or timing of various planning processes.

8. **TOPICS FOR NEXT MEETING AND ADJOURNMENT (Chair Erica Pinto; Working Group Co-Chair, Jamul)** **DISCUSSION/
POSSIBLE ACTION**

The Working Group is asked to discuss potential topics for the next quarterly meeting, tentatively scheduled for March 2018. As the January meeting was in the north, it is recommended that the meeting be held in the south.

+ next to an agenda item indicates an attachment

San Diego Association of Governments
INTERAGENCY TECHNICAL WORKING GROUP
ON TRIBAL TRANSPORTATION ISSUES

January 31, 2018

AGENDA ITEM NO.: **3A**

Action Requested: APPROVE

AUGUST 2, 2017, MEETING MINUTES

File Number 3400500

The meeting of the Interagency Technical Working Group on Tribal Transportation Issues (Working Group) was called to order by Co-Chair Erica Pinto, Jamul Indian Village of California, at 10:05 a.m.

1. WELCOME BY VIEJAS TRIBAL COUNCIL AND SELF-INTRODUCTIONS (INFORMATION)

Victor Woods, Viejas Band of Kumeyaay Indians, welcomed the Working Group members and public. He noted that Viejas looks forward to the continued development and implementation of the Intra-regional Tribal Transportation Strategy (ITTS).

Paul Cuero, Campo Kumeyaay Nation, conducted the opening blessing.

Meeting attendees made self-introductions.

Tribal nations represented: Barona Band of Mission Indians, Campo Kumeyaay Nation, Jamul Indian Village of California, La Jolla Band of Luiseño Indians, Pala Band of Mission Indians, Rincon Band of Luiseño Indians, San Pasqual Band of Diegueño Indians, and Viejas Band of Kumeyaay Indians.

2. PUBLIC/MEMBER COMMENTS AND COMMUNICATIONS (INFORMATION)

Joan Harper, National Indian Justice Center (NIJC), provided the Working Group with updates on upcoming workshops and projects related to a Tribal Transportation Safety Planning project, as well as a Tribal Road Safety Data Project in conjunction with University of California, Berkeley. Ms. Harper provided handouts with workshop dates.

Ms. Harper also noted that the Federal Highway Administration (FHWA) is reorganizing Tribal Technical Assistance Program (TTAP) centers into virtual centers that will be focused on specific transportation topics. She noted that the NIJC will not be the western TTAP center, but will continue to provide technical assistance through grants.

3. APPROVAL OF THE MEETING MINUTES (APPROVE)

Action: Upon a motion by Edwin “Thorpe” Romero (Barona Band of Mission Indians) and a second by Alfonso Kolb Sr. (Rincon Band of Luiseño Indians), the Working Group approved the minutes from its April 12, 2017, meeting. Yes: Co-Chair Pinto, Vice Chair Andrew Orosco Jr. (San Pasqual Band of Diegueño Indians), Mr. Romero, Harry Cuero Jr. (Campo Kumeyaay Nation), John Beresford (La Jolla Band of Luiseño Indians), Chris Nejo (Pala Band of Mission Indians), Mr. Kolb, and Ray Teran (Viejas Band of Kumeyaay Indians). No: None. Abstain: None. Absent: Ewiiapaayp Band of the Kumeyaay Nation, Iipay Nation of Santa Ysabel, La Posta Band of the Kumeyaay Nation, Pauma Band of Luiseño Indians, and Sycuan Band of the Kumeyaay Nation.

REPORTS

4A. DRAFT INTRAREGIONAL TRIBAL TRANSPORTATION STRATEGY (DISCUSSION)

SANDAG and the Southern California Tribal Chairmen's Association (SCTCA) received a Caltrans Strategic Partnership Planning Grant to develop an Intraregional Tribal Transportation Strategy (ITTS). At its April 12, 2017, meeting, the Working Group discussed proposed strategic actions to include in the draft ITTS.

Staff presented the draft ITTS to the Working Group for review and comment. Dr. Jane Clough, Senior Regional Planner, provided an overview of the document structure, as well as an explanation of the four strategies proposed in the document. She highlighted other areas of interest in the document, including existing conditions; project maps and inventories; a description of the project cost estimating process; an overview of federal, state, and regional agency transportation planning processes; and resources including other funding opportunities.

Dr. Clough then explained the anticipated timeline for finalizing the ITTS; the ITTS is scheduled to be taken to the SCTCA Board meeting on August 15, the SANDAG Transportation Committee on September 15, the SANDAG Borders Committee on October 27, and the SANDAG Board of Directors in November.

Dr. Clough noted that all ideas, suggestions, and input were welcomed and could be returned by marking up pages of the hard copy document and scanning them or by any other method preferred by the Working Group. She noted that initial changes should be received by August 11 to allow for incorporation prior to the August 15, 2017, SCTCA Board meeting.

Coleen Clementson, Principal Regional Planner, clarified that any immediate input would be taken to the SCTCA, but that the official public comment period would last for 45 days after the ITTS was taken to the Transportation Committee, so there would be time for additional feedback on the document.

Dr. Clough noted that the goal is to have the ITTS finalized and accepted by the end of the calendar year, but that it would continue to be a living document for purposes of the Working Group.

4B. SENATE BILL 1 POTENTIAL PARTNERING OPPORTUNITIES (DISCUSSION)

Michelle Smith, Senior Project Control Analyst, provided an overview of Senate Bill 1 (SB 1), which was adopted in May 2017. She noted that this bill is the first significant stable and ongoing increase in transportation funding in 20 years. The bill is funded through an increased gas and diesel tax, as well as an increase in vehicle fee amount and a fee for zero-emission vehicles. Ms. Smith explained

that the goal of the funding is to better improve existing roads, with the California Transportation Commission providing oversight for this program.

Dr. Clough explained that a meeting between the SANDAG and SCTCA leadership occurred on June 30, where leadership discussed the ITTS as well as SB 1 funding opportunities. At the meeting, it was decided that the Working Group should identify projects that may be strong candidates for the funding and bring them back to leadership. Kimley-Horn was asked to do an initial query of the tribal project database for projects focused on safety and/or existing infrastructure improvement. Their query also focused on providing a diverse group of projects with geographic variance. The list developed by Kimley-Horn was provided to the Working Group.

Dr. Clough stated that the deadline for submitting feedback on the project list would be one week from the Working Group meeting, or August 9, 2017.

Co-Chair Pinto noted that the projects on the list in the State Route 94 corridor were mitigation projects from the Hollywood Casino, and that she would work with others to identify new projects for this corridor.

Mr. Teran voiced his support for the Interstate 8 West recommendation of Project 15 on behalf of Viejas.

Dr. Clough highlighted Project 84 as one that floated to the top. Chi Vargas, Caltrans, commented that with the passage of SB 1, new operational money will be available and may help fund projects that have been lower on the list of Caltrans priorities.

5. COLLABORATIVE LONG-RANGE TRANSPORTATION PLAN (DISCUSSION)

Co-Chair Pinto introduced this item by reiterating that part of the goal of the ITTS was to capture a list of projects that can be used on short notice when tribal project information is requested. She introduced Elijah Henley of the FHWA, who joined the Working Group by phone to explain work being done to identify tribal transportation needs as they overlap with federal lands.

Mr. Henley explained that the Collaborative Long-Range Transportation Plan (CLRTP) is an integrated plan that will feed the transportation needs of federal lands into statewide and metropolitan transportation planning processes. The agencies that are party to the plan include the following Federal Land Management Agencies (FLMAs): The National Park Service, Fish and Wildlife Service, U.S. Department of Agriculture Forest Service, Bureau of Land Management, U.S. Army Corps of Engineers, Bureau of Reclamation, and Presidio Trust.

Mr. Henley explained that through interagency coordination, the plan will establish common goals and objectives for maintaining and improving regional transportation systems (including roads/bridges rehabilitation, trails, and transit connector services) that provide public access to, through, and within federal lands. The CLRTP also will identify dual funding opportunities based on projects or needs that mutually benefit the FLMAs, state and local agencies, and tribal governments.

Mr. Henley noted that the Central Federal Lands Highway Division has recently developed an online Needs Assessment Tool that is being deployed throughout the state in each Caltrans District and regional planning areas and will be extended for use involving tribal lands. In preparation for the

Working Group meeting, staff queried the ITTS Project Inventory to identify potential projects that meet the federal lands criteria and provided them for the Working Group's consideration.

Mr. Henley noted that because the Working Group had been identifying projects in the San Diego region already, there may not be a need to deploy the tool in the region. He explained that he was joining the Working Group discussion to figure out ways to partner with the existing Working Group process.

Mr. Henley noted that he would review the list of projects included in the Working Group agenda and speak with his team. He explained that his desire was to ensure an inclusive process and that a comprehensive picture of the entire state is available.

Mr. Teran highlighted that safety was consistently the most common concern reported by the Working Group. He noted that SANDAG and SCTCA have built collaborative capacity and can provide technical assistance with the project.

6. UPDATE OF REGIONAL TRANSPORTATION MODEL: DESTINATION COUNT (DISCUSSION)

Rick Curry, Senior Transportation Modeler, presented this item to the Working Group. Mr. Curry began by providing background into the regional transportation model and explained that its data are used by local developers and in community plans, studies, and other areas.

He explained that the current regional model update project is underway for use in the development of the San Diego Forward: The 2019-2050 Regional Plan (2019 Regional Plan). He noted that SANDAG has recently completed collecting household travel survey information from 5,000 households, but that the household travel survey does not provide all of the information needed for the model.

Mr. Curry elaborated that since people in the San Diego region take many trips for errands and other activities, the SANDAG modeling team currently is trying to collect information on certain destinations to provide a more accurate model. Areas with few employees but high traffic, such as shopping malls, beaches, tourist sites, and casinos, are often difficult to model, so data collection efforts are underway to obtain vehicle and person counts for these destinations.

Mr. Curry explained that as a next step, he will reach out to tribal governments through Dr. Clough to request permission to perform vehicle counts at casinos, or obtain existing data if it exists. He noted that the regional transportation model is focused on weekday activity.

Mr. Curry also highlighted that the data collected for the model will serve as a sample, so not every casino will need to participate. However, he noted that having samples of different sizes and locations would be beneficial for the modeling process.

Matt Horton, Kimley-Horn, noted that if the model runs well and better data are available, there will be better evidence available to support funding requests and secure funds for tribal projects.

7. FIXING AMERICA'S SURFACE TRANSPORTATION ACT PERFORMANCE MANAGEMENT REQUIREMENTS (INFORMATION)

Elisa Arias, Principal Regional Planner, presented this item to the Working Group. She explained that SANDAG is working with Caltrans to coordinate new requirements. Ms. Arias explained that Caltrans

will set targets for the three performance management metrics, and then SANDAG as a metropolitan planning organization will do the same.

Since 2015, the FHWA has issued a number of Final Rules that establish performance requirements under the Moving Ahead for Progress in the 21st Century legislation and are continued under the Fixing America's Surface Transportation Act. The rules focus on safety, infrastructure conditions, system performance and congestion, and other areas. Ms. Arias provided an overview of the performance management areas, highlighted key provisions and implementation schedule requirements, and detailed the collaboration process that Caltrans has employed in creating statewide targets for the National Performance Management Measures: Highway Safety Improvement Program.

Ms. Arias explained that for the safety target setting process, Caltrans must establish targets by August 31, 2017. She noted that these targets will follow the aspirational goal of zero deaths. SANDAG is required to set safety targets by February 27, 2018, and has the option to support state targets or set its own targets for the region.

Dr. Clough inquired as to how tribal needs are incorporated into the performance measures.

Ms. Arias responded that Caltrans has had held three sessions with tribal governments. State data includes data from all different agencies, and SANDAG will be looking at regional San Diego data to see how it compares with the state. Ms. Arias stated that drafts will be brought to the Working Group.

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

The next meeting of the Working Group is scheduled for October 11, 2017, to be hosted by the Pala Band of Mission Indians.

Topics suggested for the next meeting were:

- Comments on the draft ITTS from public comment period
- Office of Emergency Preparedness — tribal relations
- Update on SB 1
- Update on the 2019 Regional Plan

Dr. Clough extended a request for Working Group members to email images to staff that can be used for the ITTS document.

The meeting was adjourned by Co-Chair Pinto at 12:11 p.m.

**INTERAGENCY TECHNICAL WORKING GROUP ON TRIBAL TRANSPORTATION ISSUES
MEETING ATTENDANCE FOR AUGUST 2, 2017**

JURISDICTION/ORGANIZATION	NAME	ATTENDING	COMMENTS
Barona Band of Mission Indians	Raymond Welch	No	
	Edwin "Thorpe" Romero	Yes	
	Sheilla Alvarez, Alternate	Yes	
	Melissa Donayre, Alternate	No	
Campo Kumeyaay Nation	Harry Cuero Jr.	Yes	
	Marcus Cuero, Alternate	Yes	
Ewiaapaayp Band of the Kumeyaay Nation	Roberto Pinto Sr.	No	
Iipay Nation of Santa Ysabel	Virgil Perez	No	
Jamul Indian Village of California	Erica Pinto	Yes	
	Michael A. Hunter, Alternate	Yes	
La Jolla Band of Luiseño Indians	Thomas Rodriguez	No	
	George Wilkins, Alternate	No	
	John Beresford, Alternate	Yes	
	Mark Lofton, Alternate	No	
La Posta Band of the Kumeyaay Nation	Eric LaChappa	No	
	Javaughn Miller, Alternate	No	
Pala Band of Mission Indians	Robert Smith	Yes	Chris Nejo attended
	Howard Maxcy Jr.	No	
	Sheila Lopez, Alternate	No	
	Shasta Gaughen, Alternate	No	
	Marcos Orozco, Alternate	Np	
Pauma Band of Luiseño Indians	Temet Aguilar	No	
	Dale Brush, Alternate	No	
Rincon Band of Luiseño Indians	Frank Mazzetti, III	No	
	Alfonso Kolb Sr., Alternate	Yes	
San Pasqual Band of Diegueño Indians	Allen Lawson	No	
	Andrew Orosco Jr., Alternate	Yes	
	Dave Toler, Alternate	No	
Sycuan Band of the Kumeyaay Nation	Cody Martinez	No	
	Sid Morris, Alternate	No	

Viejas Band of Kumeyaay Indians	Robert "Cita" Welch Jr.	No	
	Victor Woods	Yes	
	Ray Teran, Alternate	Yes	
	Darwin Tewanger, Alternate	No	
	Samuel Brown, Alternate	No	
ADVISORY MEMBERS (ATTENDANCE NOT COUNTED FOR QUORUM PURPOSES)			
Bureau of Indian Affairs, Southern California	Steve Wilkie	No	
	Leonard Gilmore	Yes	
Caltrans, District 11	Chi Vargas	Yes	
County of San Diego	Noah Alvey	Yes	
	Sheri McPherson, Alternate	No	
Metropolitan Transit System	Janelle Carey	No	
	Sharon Cooney, Alternate	No	
North County Transit District	Chris Duddy	No	
Southern California Tribal Chairmen's Association	Denis Turner, Alternate	No	
OTHER ATTENDEES		SANDAG STAFF MEMBERS	
Vanessa De La Rosa, Caltrans Elijah Henley, Federal Highway Administration James Cuero, Jamul Indian Village of California Lisa Cumper, Jamul Indian Village of California Matt Horton, Kimley-Horn and Associates, Inc. Jalal Emami, PRO DOT Serge Dedina, SANDAG Board Member, City of Imperial Beach, Borders Committee Chair Shanalee Gallagher Walt Stringer		Coleen Clementson Elisa Arias Jane Clough Michelle Smith Rick Curry Valerie Erze	

San Diego Association of Governments
INTERAGENCY TECHNICAL WORKING GROUP ON TRIBAL
TRANSPORTATION ISSUES

January 31, 2018

AGENDA ITEM NO.: **3B**

Action Requested: APPROVE

NOVEMBER 15, 2017, MEETING MINUTES

File Number 3400500

The meeting of the Interagency Technical Working Group on Tribal Transportation Issues (Working Group) was called to order by Working Group Co-Chair Charles "Muggs" Stoll (SANDAG) at 1:15 p.m.

1. WELCOME BY VIEJAS TRIBAL COUNCIL AND SELF INTRODUCTIONS (INFORMATION)

Chairman Robert Smith (Pala) welcomed the Working Group members and public on behalf of the Pala tribal council.

John Beresford (La Jolla) conducted the opening blessing.

Meeting attendees made self-introductions.

Tribal nations represented: Barona Band of Mission Indians, La Jolla Band of Luiseño Indians, Pala Band of Mission Indians, Rincon Band of Luiseño Indians, San Pasqual Band of Diegueño Indians, and Viejas Band of Kumeyaay Indians.

2. PUBLIC/MEMBER COMMENTS AND COMMUNICATIONS (INFORMATION)

There were no member comments.

3. APPROVAL OF MEETING MINUTES (POSTPONED)

The approval of the August 2, 2017, meeting minutes was postponed due to a lack of a quorum.

CONSENT

4. 2018 REGIONAL SHORT-RANGE TRANSIT PLAN AND COORDINATED PLAN (INFORMATION)

Working Group Co-Chair Charles "Muggs" Stoll briefed the group on this item and informed them that they may be contacted about workshops or meetings as the SANDAG staff works on this project. He explained that the Regional Short-Range Transit Plan and Coordinated Plan provide a blueprint for the development of transit and human services transportation in the San Diego region over the next five years. Over the next few months, SANDAG will conduct focus groups and outreach events across the county to gather information on specialized transportation needs in the region.

The input collected from the outreach effort will help to ensure that transportation projects sponsored by tribes or other groups are eligible for federal, state, and local grant programs. Drafts of the Regional Short-Range Transit Plan and Coordinated Plan will be developed based on this feedback and will be brought forward to the Transportation Committee, along with a Public Hearing on June 15, 2018. It is anticipated that the SANDAG Transportation Committee will adopt the 2018 Coordinated Plan on July 20, 2018.

CHAIR'S REPORT

5. CO-CHAIR'S REPORT (INFORMATION)

Working Group Co-Chair Charles "Muggs" Stoll highlighted that SANDAG and Southern California Tribal Chairmen's Association (SCTCA) leadership met on October 16, 2017, where they discussed the Intraregional Tribal Transportation Strategy and reviewed a short list of projects that might qualify for new Senate Bill 1 (Beall, 2017) (SB 1) funds.

Co-Chair Stoll also highlighted changes that had occurred at SANDAG since the last Working Group meeting, including the retirement of former Executive Director Gary Gallegos, the ongoing procurement for an executive search firm to help select a new Executive Director, and the passage of Assembly Bill 805, which will alter the SANDAG Board voting structure, among other changes.

REPORTS

6. DRAFT INTRAREGIONAL TRIBAL TRANSPORTATION STRATEGY UPDATE (DISCUSSION)

SANDAG staff provided an update on the draft Intraregional Tribal Transportation Strategy (ITTS) and feedback collected. Staff provided an overview of the feedback, the changes made, and the timeline for finalizing the document.

Dr. Jane Clough informed the Working Group that after their discussion of the first draft at the August 2, 2017, meeting, the document was taken to the Southern California Tribal Chairmen's Association (SCTCA) in August; to the SANDAG Transportation Committee in September; and to the SANDAG Borders Committee on October 27, 2017. The document was approved by the Transportation Committee for a public comment period, and a number of comments were received. Dr. Clough provided an overview of the feedback, the changes made, and the timeline for finalizing the document.

Dr. Clough reiterated the process that SANDAG, the SCTCA, and the Working Group had undertaken to complete the project. She noted that the intention was to identify all existing tribal transportation needs and issues in a regional context instead of as standalone projects. Dr. Clough emphasized that one important outcome of the project was identifying a set of goals which were then ranked by tribes through a survey process. In total, the survey identified 126 projects. Dr. Clough highlighted that there had been some updates to project lists since the last draft of the document was prepared and reiterated that old documents should be discarded.

Dr. Clough explained that this document is intended to serve as a guidebook, as well as a reference and resource, with the first half providing background information and existing conditions for those who need context and the second half meant for tribes and focusing on strategies and projecting inventory and resources. The document also includes chapters detailing how projects get into SANDAG/County/Caltrans plans in order to assist stakeholders in navigating the planning process.

Dr. Clough provided an overview of the four strategies identified in the document, and informed the Working Group that the document would be taken to the SCTCA in December 2017, to the SANDAG Board in January 2018 for approval, and then submitted to Caltrans as a final deliverable.

Dr. Clough then suggested that the Working Group think through next steps for implementing the strategies once the document is finalized. She pointed out two lists given to the Working Group within the agenda packet of projects that might be eligible for SB 1 or Caltrans State Highway Operation and Protection Program (SHOPP) funding, respectively. She explained that the SB 1 list was produced by searching for projects focused on safety and with moderate costs, and then taken to the SANDAG/SCTCA leadership for review, while the Caltrans list was identified by selecting projects with SHOPP characteristics.

The group asked for clarifications on the timeline and types of projects funded under SB 1. Co-Chair Stoll responded that SB 1 is an ongoing funding source. He explained that Caltrans generally works to update the SHOPP program every few years, and takes a five-year look ahead. Co-Chair Stoll explained that Caltrans will focus more immediately on projects that are well underway, but that the goal will be to get tribal projects into the queue.

The group discussed having its January meeting be a workshop to focus on breaking into corridor groups and having discussions of potential projects, with relevant County of San Diego and Caltrans staff present. Claudine Montes added that the Working Group will not formally be preparing just one list of projects to pursue, but rather creating and pursuing multiple lists at one time. Ms. Montes explained that there is no one perfect list; priorities depend on funding, and new conversations will be important as new funding comes along.

Dr. Clough confirmed with the group that January's meeting would be a workshop, with agency representatives present to help work through lists. She reiterated that the document would be finalized shortly, and requested that tribes confirm the names they would like listed in the document and provide photos for use within the document.

Edwin "Thorpe" Romero (Barona) asked what would happen if a new project emerged after the document was finalized. SANDAG staff explained that a new project could be added at any time, and the Working Group would be an ideal place to make those changes. Andrew Orosco (San Pasqual) reiterated that the goal is to continuously incorporate new projects, as well as to update the database with milestones and accomplishments. Dr. Clough suggested adding a "status" column to the database.

Ms. Montes added that some of the projects may have additional planning or other readiness work that has been done since the survey that can be added into the database.

Mr. Romero stated that the importance of other leaders attending the Working Group included the ability to stay engaged with and provide updates on projects important to their tribes as they arise.

7. TRIBAL TRANSPORTATION SAFETY FUNDS UPDATE (INFORMATION)

Joan Harper of The National Indian Justice Center (NIJC) provided an overview of the Tribal Transportation Safety Planning Project. Under the provisions of the Federal Highway Administration (FHWA) Tribal Transportation Safety Program (TTSP), tribes may apply for to \$12,500 to develop a new safety plan or \$7,500 to update a safety plan that is three years old or older. Funding for other safety related projects also is available. A list of eligible projects can be found in the Notice of Funding Opportunity for the FHWA TTSP for FY 2017 and FY 2018. To file a grant application, a tribe must register with the System for Award Management (SAM). Any tribe intending to apply for funds that is not yet registered with SAM is urged to do so as soon as possible to allow sufficient time for processing and approval.

Ms. Harper explained that the Fixing America's Surface Transportation Act has 2 percent, or about \$9 million per year, set aside for these funds. She highlighted that this funding opportunity covers a two-year period, and that tribes can apply for more than one project each year. Ms. Harper explained that the intent is that every tribe has a safety plan, and all federally recognized tribes are eligible for the funding.

Ms. Harper identified the critical components for the grant as the online application form, project narrative, itemized budget, and documentation of SAM registration. She emphasized that the group should register for SAM immediately if interested in the grant, as registration can take around ten days. Ms. Harper explained that applicants will need an identifier code – which can be found on the BIA website – and information on the congressional district and senator for the project area. If applicants are planning an infrastructure project, Ms. Harper noted that they will need to obtain a letter from the road owner or owners indicating that they are aware of the project if the project is outside of tribal land.

Andrew Orosco (San Pasqual) stressed that the application covers two years of funding, and that tribes should consider developing a safety plan if they did not already have one. He noted that there are consultants available to help develop transportation safety plans within the \$12,500 grant budget.

Ms. Harper added that tribes who were part of the joint Reservation Transportation Authority application for safety plan funds should note in their application that they did not receive the funds and are now applying as an individual tribe. She added that some transportation safety plans are ten pages or shorter. Ray Teran (Viejas) informed the group that the Bureau of Indian Affairs can send a plan template to assist in preparation.

George Wilkins (La Jolla) recommended that all tribes look at the crash data maps around their reservations, and noted that the maps could be useful when pursuing funding.

Matt Horton (Kimley-Horn) clarified for the group that no matching funds were needed to apply for funding to create a safety plan.

8. 2019 SAN DIEGO FORWARD: THE REGIONAL PLAN: TRIBAL CONSULTATION (DISCUSSION)

8A. 2019 SAN DIEGO FORWARD: THE REGIONAL PLAN OVERVIEW AND APPROACH (INFORMATION)

Coleen Clementson (SANDAG) informed the group that SANDAG is updating San Diego Forward: The Regional Plan. The updated plan will be known as “San Diego Forward: The 2019-2050 Regional Plan” and is anticipated for adoption by the SANDAG Board of Directors in fall 2019. Ms. Clementson explained that the Regional Plan is updated every four years, and that this would be the fourth update cycle that tribes have been involved in. Ms. Clementson noted that most tribes have included their Long-Range Transportation Plans in past versions of the Regional Plan.

8B. 2019 REGIONAL PLAN: DRAFT NETWORK PERFORMANCE MEASURES (DISCUSSION)

Rachel Kennedy (SANDAG) explained that performance measures are used to compare different multimodal transportation network scenarios and to help the SANDAG Board of Directors select a preferred network for the Regional Plan. She noted that performance measures are metrics used to project how those different combinations of projects would perform in ways like helping people travel and ensuring clean air.

Ms. Kennedy explained that she would be coming to the tribes and other stakeholders to get input on the different transportation network scenarios, and that the performance measures would help with the evaluation process. She noted that the performance measures are not weighted, but provide pieces of data that are helpful for decision makers to select a preferred network for the final plan.

Ms. Kennedy explained that performance measures were used in developing San Diego Forward: The 2015 Regional Plan and in past updates, and are influenced by vision, goals, and policy objectives established for the plan. Ms. Kennedy directed the group’s attention to Attachment 3 of the staff report, which included the nine main questions that performance measures seek to address, and asked for feedback on whether there was anything that should be added or edited.

Ms. Kennedy explained that she would be asking all Working Groups for input in the month of November, with a workshop on the performance measures scheduled for December 4, 2017. Dr. Clough indicated that she would share the workshop flyer, and Ms. Kennedy added that there would be an online survey for those who cannot attend the workshop. SANDAG staff will be looking for input from the SANDAG Policy Advisory Committees in winter 2018, and the SANDAG Board is anticipated to adopt performance metrics and key questions in spring. In the spring and summer of 2018, SANDAG staff will work with the tribes and other Working Groups to examine the different networks.

Claudine Montes asked whether the metrics that was added with specific reference to travel times to tribal reservations in San Diego Forward: The 2015 Regional Plan would be included in the new set of performance measures, and Ms. Kennedy confirmed that it would. Co-Chair Stoll reminded the group that although there was a performance measure specifically

focused on access to tribal lands, many of the other broad metrics would be relevant to tribes and reservations as well.

9. FIXING AMERICA'S SURFACE TRANSPORTATION ACT PERFORMANCE MANAGEMENT: SAFETY TARGET SETTING (DISCUSSION)

Rachel Kennedy (SANDAG) explained that since 2015, the FHWA has issued a number of Final Rules that establish performance requirements under the Moving Ahead for Progress in the 21st Century legislation and are continued under the Fixing America's Surface Transportation Act. The first rule focuses on safety. Caltrans has developed statewide targets for safety, and SANDAG, as a Metropolitan Planning Organization, must either support the statewide targets or develop regional targets by February 27, 2018.

Ms. Kennedy explained that Caltrans sets targets each year based on percentage decreases, and is looking to reach zero deaths on all public roads by 2030. She noted that SANDAG has the option to support the statewide target and not set its own targets. If this option were selected, SANDAG would provide a resolution to Caltrans about its support and would highlight safety projects in the Regional Plan. The other option available to SANDAG is to set new targets for the San Diego region using Caltrans methodology, and it would then be required to include a report on region's progress on meeting the targets in the Regional Plan as data becomes available.

Ms. Kennedy explained that if the state does not meet its statewide targets, more Highway Safety Improvement Program (HSIP) funds would have to be allocated to safety. She noted that because the metrics apply statewide, if San Diego meets the targets but the rest of the state does not, the same funding allocation requirements would be triggered. Ms. Kennedy noted that her team had researched HSIP funds, and most of the funds coming to the region are based on safety already.

Ms. Kennedy explained that the choice between the two options can be revisited on a year-to-year basis, and that SANDAG currently is exploring setting targets and a strategy for 2018.

Ray Teran (Viejas) suggested choosing option one, while setting some metrics for option two in order to track whether SANDAG would meet those metrics.

George Wilkins (La Jolla) noted an anticipated 2 percent increase in vehicle miles traveled, and asked if this was an expected trend for the San Diego region as well. Ms. Kennedy responded that she was unsure of whether the region trended with the state or not, and would look into the question.

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

The next meeting of the Interagency Technical Working Group will be scheduled for mid-January of 2018, with a location in the south.

Topics will include a workshop on the project lists identified within the ITTS, emergency preparedness, and tribal summit agenda setting.

The meeting was adjourned by Co-Chair Stoll at 3:15 p.m.

**INTERAGENCY TECHNICAL WORKING GROUP ON TRIBAL TRANSPORTATION ISSUES
MEETING ATTENDANCE FOR NOVEMBER 15, 2017**

JURISDICTION/ORGANIZATION	NAME	ATTENDING	COMMENTS
Barona Band of Mission Indians	Raymond Welch	No	
	Edwin "Thorpe" Romero	Yes	
	Sheilla Alvarez, Alternate	Yes	
	Melissa Donayre, Alternate	No	
Campo Kumeyaay Nation	Harry Cuero, Jr.	No	
	Marcus Cuero, Alternate	No	
Ewiiapaayp Band of the Kumeyaay Nation	Roberto Pinto, Sr.	No	
Iipay Nation of Santa Ysabel	Virgil Perez	No	
Jamul Indian Village of California	Erica Pinto	No	
	Michael A. Hunter, Alternate	No	
La Jolla Band of Luiseño Indians	Thomas Rodriguez	No	
	George Wilkins, Alternate	Yes	
	John Beresford, Alternate	Yes	
	Mark Lofton, Alternate	No	
La Posta Band of the Kumeyaay Nation	Eric LaChappa	No	
	Javaughn Miller, Alternate	No	
Pala Band of Mission Indians	Robert Smith	Yes	
	Howard Maxcy Jr.	Yes	Chris Nejo
	Sheila Lopez, Alternate	No	
	Shasta Gaughen, Alternate	No	
	Marcos Orozco, Alternate	Np	
Pauma Band of Luiseño Indians	Temet Aguilar	No	
	Dale Brush, Alternate	No	
Rincon Band of Luiseño Indians	Frank Mazzetti, III	No	
	Alfonso Kolb, Sr., Alternate	Yes	
San Pasqual Band of Diegueño Indians	Allen Lawson	No	
	Andrew Orosco, Jr., Alternate	Yes	
	Dave Toler, Alternate	No	
Sycuan Band of the Kumeyaay Nation	Cody Martinez	No	
	Sid Morris, Alternate	No	
Viejas Band of Kumeyaay Indians	Robert "Cita" Welch, Jr.	No	
	Victor Woods	No	

	Ray Teran, Alternate	Yes	
	Darwin Tewanger, Alternate	No	
	Samuel Brown, Alternate	No	
ADVISORY MEMBERS LISTED BELOW (ATTENDANCE NOT COUNTED FOR QUORUM PURPOSES)			
Southern California Tribal Chairman's Association (SCTCA)	Denis Turner, Alternate	No	
Bureau of Indian Affairs, Southern California (BIA)	Steve Wilkie	No	
	Leonard Gilmore	No	
Caltrans, District 11	Chi Vargas	No	
County of San Diego	Noah Alvey	Yes	
	Sheri McPherson, Alternate	Yes	Eric Lardy
Metropolitan Transit System (MTS)	Janelle Carey	No	
	Sharon Cooney, Alternate	No	
North County Transit District (NCTD)	Chris Duddy	Yes	
OTHER ATTENDEES		SANDAG STAFF MEMBERS LISTED BELOW	
Matt Horton, Kimley-Horn Michael Connolly, SCTCA Claudine Montes Joan Harper, NIJC		Charles "Muggs" Stoll Coleen Clementson Jane Clough Rachel Kennedy Valerie Erze	

San Diego Association of Governments
INTERAGENCY TECHNICAL WORKING GROUP
ON TRIBAL TRANSPORTATION ISSUES

January 31, 2018

AGENDA ITEM NO.: **5A**

Action Requested: INFORMATION

INTRAREGIONAL TRIBAL TRANSPORTATION STRATEGY

File Number 3401000

Introduction

San Diego Forward: The Regional Plan (Regional Plan) calls for focusing growth and development in the most urbanized areas of the San Diego region, where there is existing and planned transportation infrastructure, and investing in a transportation network that provides transportation choices and reduces greenhouse gas emissions. At the same time, the transportation system must support the needs of federally recognized tribal nations located in the less-populated rural areas of the region. A near-term action in the Regional Plan is to develop an Intraregional Tribal Transportation Strategy.

Discussion

In 2015, SANDAG and the Southern California Tribal Chairmen’s Association (SCTCA) successfully competed for a Caltrans Strategic Partnership grant to: (1) examine tribal transportation needs in the region and develop an inventory; (2) develop a guide for stakeholders to advance the transportation goals of tribal communities, now and into the future; and (3) increase the amount of funding that comes to the region for tribal transportation projects and programs. SANDAG, SCTCA, and other agencies that influence tribal transportation infrastructure have worked together through the Interagency Technical Working Group on Tribal Transportation Issues (Tribal TWG) to develop the Intraregional Tribal Transportation Strategy (Strategy).

The Strategy is organized into two parts: Process and Strategy. The Process section provides an overview of the planning effort, existing conditions along tribal corridors, and the method used to develop the inventory of tribal transportation projects. The Strategy section contains a list of strategies with short-term, long-term, and ongoing actions as well as tools and resources that support their implementation, and the inventory of tribal transportation projects. The inventory is available in a database searchable by project type, location, possible funding sources, and other factors.

On September 15, 2017, the Transportation Committee accepted the draft Strategy for a 45-day public comment period. The draft document also was discussed at the October 27, 2017, Borders Committee meeting.

All public comments received were discussed at the November 15, 2017, Tribal TWG meeting and have been addressed in the final draft. On December 19, 2017, the SCTCA Board approved the final draft

Strategy. The Board of Directors is asked to accept the Strategy for submittal to Caltrans as completion of the grant.

The full document in electronic format can be downloaded at:

sandag.org/tribal_transportation_strategy

Hard copies are available by contacting the Public Information Office at (619) 699-1950 or pio@sandag.org.

Next Steps

SANDAG and the SCTCA will continue to work together to pursue the strategic actions outlined in the Strategy, including identifying potential funding opportunities for future implementation of the projects identified in the Strategy.

SANDAG EXECUTIVE DIRECTOR

DRAFT POSITION DESCRIPTION



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.

DRAFT POSITION DESCRIPTION

- 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.

DRAFT POSITION DESCRIPTION

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.

DRAFT POSITION DESCRIPTION

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.

