



***Annual  
Board of Directors Retreat***

***2019 Strategic Planning  
March 6-8, 2019***

**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, March 6

2 to 2:10 p.m.

### **Welcome to Barona**

(Creek Ballroom)

**Hon. Edwin "Thorpe" Romero**, Chairman, Barona Band of Mission Indians

**Hon. Steve Vaus**, SANDAG Chair

2:10 to 2:45 p.m.

### **SANDAG 101**

(Creek Ballroom)

**Hasan Ikhata**, Executive Director, SANDAG

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

A brief general orientation to SANDAG, the purpose of a regional agency, and the importance of bringing a regional perspective to the Board.

2:45 to 5 p.m.

### **Talking with Stakeholders**

(Creek Ballroom)

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

#### ***Environmental: 45 minutes***

A facilitated discussion with environmental advocates:

- **Michael Beck**, San Diego Director, Endangered Habitats League
- **Nicole Capretz**, Executive Director, Climate Action Campaign
- **Diane Takvorian**, Executive Director, Environmental Health Coalition
- **Randy Torres-Van Vleck**, Transportation and Planning Program Manager, City Heights Community Development Corporation

#### ***Housing: 45 minutes***

A facilitated discussion with a range of stakeholders involved in housing-related issues:

- **John LaRaia**, Vice President of Government and Community Strategy, H.G. Fenton Company
- **Jared Basler**, Accessory Dwelling Unit Chair, American Institute of Architects, San Diego
- **Sylvia Martinez**, Senior Project Manager, Community Housing Works
- **Steve Russell**, Executive Director, San Diego Housing Federation

#### ***Business and Labor: 45 minutes***

A facilitated discussion with business and labor leaders:

- **Kelvin Barrios**, Director of Government Affairs, Laborers' International Union of North America, Laborers Local 89
- **Keith Maddox**, Executive Secretary Treasurer, San Diego and Imperial Counties Labor Council
- **Gretchen Newsom**, Political Director/Organizer, IBEW Local 569
- **Monique Rodriguez**, Senior Director, Government Affairs, Qualcomm
- **Jerry Sanders**, President and Chief Executive Officer, San Diego Regional Chamber of Commerce

## Wednesday, March 6

5 p.m.

### **Public Comments/Communications**

(Creek Ballroom)

6 p.m.

### **Dinner**

Italian Cucina

**Oliver Ratzesberger**, President and Chief Executive Officer, Teradata

Cutting-edge firm Teradata recently moved its headquarters to San Diego. The technology visionary who leads the company will tell you why the San Diego region is the place to be—as well as share his thoughts on the power of data and how data analytics are changing the way decisions are made all over the world.

## Thursday, March 7

7:30 a.m.

### **Buffet Breakfast**

(Fairway Foyer)

## **Envisioning Our Future: Sessions 1 to 2**

9 to 10:15 a.m.

### **Session 1: Thinking About the Big Picture**

(Oak I Ballroom)

**Keynote Guest Dr. John Izzo**, Founder, Izzo Associates

Why is it important for a government agency to think big? What is the best process for taking a step back and considering the basic purpose of an organization? What can be gained by going through that type of process? Dr. John Izzo—an expert in helping corporations clearly see their basic purposes and then shape their organizations to achieve those ends—will provide his insights and engage Board members in a conversation on the subject.

10:15 a.m. to 12 noon

### **Session 2: Fresh Look at Who We Are and Where We Are Going**

(Oak I Ballroom)

**Hasan Ikhata**, Executive Director, SANDAG

**Loree Goffigon**, Managing Partner, Performance Works

**Reza Ahmadi, PhD**, Principal, Performance Works

SANDAG is embarking on an organizational review and strategic planning process. The goal will be to set guiding principles and then create an organizational structure that best allows SANDAG to deliver on those principles. The team that will lead the effort will describe the steps involved and solicit ideas from Board members on the process and desired outcomes.

## Thursday, March 7

12 noon **Public Comments/Communications**  
(Oak I Ballroom)

12 noon to 1 p.m. **Lunch**  
(Lake Terrace Patio)

**Dawn Barry**, Co-Founder and President, LunaDNA

Entrepreneur and San Diego Business Journal's 2017 Business Woman of the Year, Dawn Barry is at the leading edge of genomics and its application to improving healthcare. She will describe her inspiring vision for a future in which science, engineering, and community engagement come together to improve everyone's quality of life.

## Technology and the Transportation System: Sessions 1 to 3

1 to 2 p.m. **Session 1: Disruptive Technology Right Now**  
(Oak I Ballroom)

**Ray Major**, Director of Data, Analytics, and Modeling, SANDAG

**Moderator: Greg Rodriguez**, Attorney, Best Best & Krieger

**Megan Prichard**, West General Manager, JUMP Scooters

**Jake Sion**, Chief Operating Officer, Transit App

**Katie Stevens**, Senior Director of Government Relations – West, Lime

The SANDAG vision for the future already includes some innovations that most experts are confident will help the region reach its overall goals. And other technologies—like scooters and ride sharing services—are all around us, disrupting the way people get around the region. Join a conversation with industry leaders on the new technologies that are changing the world right now and the challenge of integrating them into our communities.

2 to 3 p.m. **Break Time: Enjoy a Challenge!**  
(Lake Terrace Patio)

The UC San Diego Challenge Course team will provide groups of Board members with some fun activities to get the blood pumping and the mind jumping in the mid-afternoon. (Please wear flat-soled shoes and comfortable clothes for these interesting activities combining mild exertion with a few brain teasers.)

## Thursday, March 7

3 to 4 p.m.

### **Session 2: Disruptive Technology in the Future**

(Oak I Ballroom)

**Ray Traynor**, Director of Operations, SANDAG

**Moderator: Greg Rodriguez**, Attorney, Best Best & Krieger

**Josh Raycroft**, Director of Business Strategy, Virgin Hyperloop One

**Dr. Mark Rosekind**, Chief Safety Innovation Officer, Zoox

While some new technologies may result in relatively small changes, others have the potential to completely transform mobility as we know it over the next few decades. What new technologies are on the horizon? Join a conversation with industry leaders on large-scale technological solutions to transportation needs.

4 to 5 p.m.

### **Session 3: Investing Today to Prepare for Future Technology**

(Oak I Ballroom)

#### **Board Discussion**

Take part in a facilitated discussion on the best way to plan for future changes with confidence. If it is inevitable that disruptive new technologies will change the way we travel, how can the Board invest now to best take advantage of future advances in speed, efficiency, and convenience in order to improve the overall transportation system? What is the right balance between improving our existing systems and preparing for the future?

5 p.m.

### **Public Comments/Communications**

(Oak I Ballroom)

6 p.m.

### **Dinner**

(Fairway Foyer)

**Logan Jenkins**, Former Columnist, San Diego Union-Tribune

A longtime observer of the politics and the people of the San Diego region, recently retired Union-Tribune columnist Logan Jenkins will share some of the insights and stories that he has gathered over a career of watching from the front row as the community has grown and evolved.



## Friday, March 8

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.

## **Enhancing Connectivity to the San Diego International Airport: Sessions 1 and 2**

9 a.m.

### **Welcome**

(Oak I Ballroom)

**Hon. Steve Vaus**, SANDAG Chair and Airport Connectivity Subcommittee Chair

9 to 10 a.m.

### **Session 1: Panel Discussion – What Does Success Look Like?**

(Oak I Ballroom)

**Kim Becker**, President and Chief Executive Officer, San Diego County Regional Airport Authority

**Cory Binns**, Director, California Department of Transportation, District 11

**Aimee Faucett**, Chief of Staff to Mayor Kevin Faulconer, City of San Diego

**Hasan Ikhata**, Executive Director, SANDAG

**Paul Jablonski**, Chief Executive Officer, San Diego Metropolitan Transit System

**Randa Coniglio**, President and Chief Executive Officer, Port of San Diego

**Matthew Tucker**, Executive Director, North County Transit District

Leaders of the key agencies involved in the coalition to improve ground access and transit to the San Diego International Airport will engage in a moderated discussion on progress to date, and what success at the airport would look like to them, as well as touch on long-term plans for their agencies.

## Friday, March 8

10 to 11 a.m.

### **Session 2: SANDAG Board Airport Connectivity Subcommittee Meeting**

(Oak I Ballroom)

The SANDAG Airport Connectivity Subcommittee has been working since January with the key stakeholders on how best to meet the needs of transit access and other ground transportation to the airport. The Subcommittee will discuss progress to date, as well as hear from a group of thought leaders in the field of transportation technology on potential cutting-edge approaches for airport connectivity when it comes to people movers, mobility hubs, and Transportation Demand Management. (The agenda for the SANDAG Board of Directors Airport Connectivity Subcommittee meeting will be posted separately in accordance with SANDAG policy and Brown Act requirements.)

11 a.m.

### **Airport Connectivity Discussion Wrap-Up**

(Oak I Ballroom)

**Hon. Steve Vaus**, SANDAG Chair and Airport Connectivity Subcommittee Chair

**Hon. Kevin Faulconer**, Airport Connectivity Subcommittee Member

11:15 a.m.

### **Public Comments/Communications**

(Oak I Ballroom)

11:15 to 11:30 a.m.

### **Retreat Reflections**

(Oak I Ballroom)

**Hon. Steve Vaus**, SANDAG Chair

11:30 a.m.

### **Retreat Concludes**

*Following the retreat, please take a moment to give us your feedback by completing a brief survey at [www.sandag.org/2019RetreatSurvey](http://www.sandag.org/2019RetreatSurvey). Thank you.*