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Consul General, Mexico

Hasan Ikhrata
Executive Director, SANDAG

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SANDAG
Board of Directors
Agenda
Friday, January 24, 2020
9 a.m. to 12 noon
SANDAG Board Room
401 B Street, 7th Floor
San Diego

Agenda Highlights

- Strategic Plan Subcommittee
- Big Data: Harnessing the Benefits of Data Powered Governance

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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.

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Board of Directors
Friday, January 24, 2020

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.

2. | Policy Advisory Committee Chairs' Report
   
   Policy Advisory Committee Chairs will provide updates on key committee activities.

3. | Executive Director's Report
   
   Hasan Ikhrata, SANDAG
   
   An update on key programs, projects, and agency initiatives, including San Diego Forward: The 2021 Regional Plan, will be provided.

Consent

+4. | Approval of Professional Services Solicitation
   
   Julie Wiley, SANDAG
   
   The Board of Directors is asked to authorize the Executive Director to conduct a solicitation for On-Call Legal Services.

+5. | 2020 Performance Management Rule 1 Target Setting
   
   Rachel Kennedy, SANDAG
   
   The Board of Directors is asked to approve supporting the 2020 statewide safety targets established by Caltrans, in accordance with the Fixing America’s Surface Transportation Act.
+6. City of San Diego’s Proposed Project for FY 2018-2019 Affordable Housing and Sustainable Communities Program: SANDAG Letter Submittal

Audrey Porcella, SANDAG

The Board of Directors is asked to approve the submission of a letter of support demonstrating the agency’s willingness to contribute $500,000 for the construction of the Kearny Mesa Transit Center, which is included in the City of San Diego’s grant application to the FY 2018-2019 Affordable Housing and Sustainable Communities program.

+7. California Resilience Challenge Grant Application

Sarah Pierce, SANDAG

The Board of Directors is asked to approve the submission of an application to the California Resilience Challenge Grant Program.

+8. Executive Director Delegated Actions*

André Douzdjian, SANDAG

In accordance with various Board Policies, this report summarizes delegated actions taken by the Executive Director since the last Board of Directors Business meeting.

Chair’s Report

+9. Strategic Plan Subcommittee

The Board of Directors is asked to approve the formation and membership list of the Strategic Plan Subcommittee.

Reports

+10. Big Data: Harnessing the Benefits of Data Powered Governance*

Ray Major and Sanjiv Nanda, SANDAG

Big Data is becoming increasingly more important to effective planning, policy, service delivery, operations, and public engagement. An expert panel will explore key topics related to Big Data and the opportunities for government to harness its benefits.

11. 2021 Regional Plan: Vision Lab Open House (11 a.m. to 12 p.m.)

Coleen Clementson and Antoinette Meier, SANDAG

The Board of Directors and members of the public are invited to visit the SANDAG Vision Lab (Suite 2060 of Wells Fargo Plaza, 401 B Street) to talk with members of the planning team who are working on development of the 2021 Regional Plan, and to view the data and tools that the SANDAG team is using to inform the development of the plan.
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.

Upcoming Meetings

Please note, the next Board Policy meeting has been scheduled for February 14, 2020, at a special start time of 9 a.m. This will also be a joint meeting with the Transportation and Regional Planning Committees. The next Board Business meeting is scheduled for Friday, February 28, 2020, at 9 a.m.
Approval of Professional Services Solicitation

Overview

Pursuant to Board direction, professional services solicitations valued at $5 million or more require approval by the Board of Directors.

Solicitation Information

SANDAG staff proposes to solicit services from qualified firms with expertise in a variety of legal services in the field of Real Property and Condemnation in order to support the agency’s various Overall Work Program (OWP) and Capital Improvement Program (CIP) projects.

As required by SANDAG Board Policy No. 016 and federal provisions, an independent cost estimate was prepared by SANDAG resulting in a Request for Proposals being issued with an aggregate estimated value range of $6.5 million to $6.825 million over a five-year period. Factors that were considered in developing the estimate include historical use of outside legal counsel consultants, staff knowledge of future SANDAG projects and work program efforts, and projected expenditures over the next five years based on expenditures over the last five-year period.

The timing and amount of work that will be needed from outside counsel firms will depend on the need of legal services for individual SANDAG OWP and CIP projects in coming years; therefore, the amount of each contract awarded based on the proposed solicitation will be determined based on the project(s) assigned. Staff anticipates the award of up to five on-call contracts. Proposers will be selected based on their experience and expertise as well as their proposed rate.

Next Steps

Upon approval by the Board, the solicitation will be conducted consistent with relevant Board policies. All contracts associated with these solicitations will return to the Board for approval.

Hasan Ikhrata, Executive Director

Key Staff Contact: Julie Wiley, (619) 699-6966, julie.wiley@sandag.org
2020 Performance Management Rule 1 Target Setting

Overview
Since 2015, the Federal Highway Administration has issued a number of Final Rules that establish performance requirements for states and Metropolitan Planning Organizations (MPOs). Performance Management Rule 1 (PM 1) focuses on transportation safety on all public roads regardless of ownership or maintenance responsibility. An overview of the performance measures, calculations, and data sources is included in Attachment 1.

State Departments of Transportation are required to set PM 1 targets by August 31 of each year for the subsequent calendar year. MPOs have 180 days from that date to either establish regional targets or agree to support the state targets. For 2018 and 2019, the Board of Directors elected to support the statewide targets.

Key Considerations
Consistent with the previous two rounds of safety target setting, Caltrans developed its 2020 PM 1 statewide targets to include aspirational goals related to decreasing fatalities and serious injuries. The 2020 targets are consistent with the California Strategic Highway Safety Plan, which is data-driven, multidisciplinary, and the principal statewide traffic safety planning document. Information on San Diego crash data and target setting was discussed at meetings of the Public Safety Committee, Cities/County Transportation Advisory Committee, Interagency Technical Working Group on Tribal Transportation Issues, Regional Planning Technical Working Group, and San Diego Regional Traffic Engineers’ Council.

San Diego County contains approximately 8.4% of the state population and approximately 8.4% of the crash fatalities/serious injuries in California occur in San Diego County (it is a little lower for some categories of incidents and slightly higher for others). Since fatality and serious injury crash statistics for the San Diego region track closely with statewide trends, staff recommends that SANDAG support the 2020 statewide safety targets outlined below.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2020 Statewide Targets (5 year rolling average)</th>
<th>Percent Reduction for 2020 Statewide Targets¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Fatalities</td>
<td>3,518.0</td>
<td>3.03%</td>
</tr>
<tr>
<td>Rate Fatalities (per 100 million VMT)</td>
<td>1.023</td>
<td>3.03%</td>
</tr>
<tr>
<td>Number of Serious Injuries</td>
<td>13,740.4</td>
<td>1.5%</td>
</tr>
<tr>
<td>Rate of Serious Injuries (per 100 million VMT)</td>
<td>3.994</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

¹ Annual percent reduction with a target of reaching zero fatalities by 2050.

Action: Approve
The Board of Directors is asked to approve supporting the 2020 statewide safety targets established by Caltrans, in accordance with the Fixing America’s Surface Transportation Act.

Fiscal Impact:
If California does not meet the statewide safety targets, it may be required to allocate a larger percentage of Highway Safety Improvement Program funds to safety capital projects.

Schedule/Scope Impact:
SANDAG must elect to support the statewide targets or develop regional targets for the 2020 safety target setting and submit this information to Caltrans by February 28, 2020.
### Performance Measure

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>2020 Statewide Targets (5 year rolling average)</th>
<th>Percent Reduction for 2020 Statewide Targets¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Non-motorized Fatalities and Serious Injuries</td>
<td>4,147.4</td>
<td>3.03% for fatalities and 1.5% for serious injuries</td>
</tr>
</tbody>
</table>

### Next Steps

Pending the Board’s action, SANDAG will submit PM 1 2020 target setting documents to Caltrans in advance of the February 28, 2020, deadline.

Programing efforts that support the targets are summarized as part of the 2018 Regional Transportation Improvement Program and in San Diego Forward: The 2019 Federal Regional Transportation Plan, Appendix D: Federal System Performance Report. Progress toward the targets will be reported as part of San Diego Forward: The 2021 Regional Plan. Safety data will be compared to past targets once available. It is anticipated that 2018 safety data will be available to be analyzed in 2020.

**Hasan Ikhrata, Executive Director**

Key Staff Contact: Rachel Kennedy, (619) 699-1929, rachel.kennedy@sandag.org

Attachment: 1. Safety Performance Management Targets for 2020
Safety Performance Management Targets for 2020

The California Department of Transportation (Caltrans), in cooperation with the Office of Traffic Safety (OTS), is required to set five annual Safety Performance Management Targets (SPMTs) for all public roads in the State of California by August 31 of each year. This is pursuant to the Moving Ahead for Progress in the 21st Century Act (MAP-21, P.L. 112-141). The Safety Performance Management Final Rule adds Part 490 to Title 23 of the Code of Federal Regulations to implement the performance management requirements in 23 U.S.C. 150.

Caltrans set SPMTs for the 2020 calendar year by August 31, 2019. Caltrans and OTS have adopted aspirational goals consistent with the California Strategic Highway Safety Plan (SHSP) as follows:

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Data Source</th>
<th>5-Yr. Rolling Average Target for 2020</th>
<th>Percent Reduction for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Fatalities</td>
<td>FARS</td>
<td>3518.0</td>
<td>3.03%</td>
</tr>
<tr>
<td>Rate of Fatalities (per 100M VMT)</td>
<td>FARS &amp; HPMS</td>
<td>1.023</td>
<td>3.03%</td>
</tr>
<tr>
<td>Number of Serious Injuries</td>
<td>SWITRS</td>
<td>13,740.4</td>
<td>1.5%</td>
</tr>
<tr>
<td>Rate of Serious Injuries (per 100M VMT)</td>
<td>SWITRS &amp; HPMS</td>
<td>3.994</td>
<td>1.5%</td>
</tr>
<tr>
<td>Number of Non-Motorized Fatalities and Non-Motorized Severe Injuries</td>
<td>FARS &amp; SWITRS</td>
<td>4147.4</td>
<td>3.03% for Fatalities and 1.5% for Serious Injuries</td>
</tr>
</tbody>
</table>

Note: The targets highlighted in gray are set in coordination with OTS.

The Highway Safety Improvement Program (HSIP) is a core Federal-aid program with the purpose to achieve a significant reduction in fatalities and serious injuries on all public roads. The HSIP requires a data-driven, strategic approach to improving highway safety on all public roads and focuses on performance. The HSIP regulation under 23 CFR 924 establishes the Federal Highway Administration’s (FHWA) HSIP policy, as well as program structure, planning, implementation, evaluation and reporting requirements for States to successfully administer the HSIP. The overarching highway safety plan for the State of California is the Strategic Highway Safety Plan (SHSP). In September 2015, California updated its SHSP, which is “a statewide coordinated safety plan that provides a comprehensive framework for reducing highway fatalities and severe injuries on all public roads” (SHSP, 5). It further states that the “SHSP is a multi-disciplinary effort involving Federal, State, and local representatives from the 4Es of safety [i.e. engineering, education, enforcement, and emergency services]” (SHSP, 2015-2019, 34). In support of a data-driven and strategic approach, the HSIP Final Rule contains major policy changes related to: (1) the HSIP report content and schedule, (2) the Strategic Highway Safety Plan (SHSP) update cycle, and (3) the subset of the model inventory of roadway elements (MIRE), also known as the MIRE fundamental data elements (FDE).
The Safety Performance Measures (PM) Final Rule supports the data-driven performance focus of the HSIP. The Safety PM Final Rule establishes five performance measures to carry out the HSIP: the five-year rolling averages for: (1) Number of Fatalities, (2) Rate of Fatalities per 100 million Vehicle Miles Traveled (VMT), (3) Number of Serious Injuries, (4) Rate of Serious Injuries per 100 million VMT, and (5) Number of Non-motorized Fatalities and Non-motorized Serious Injuries. These safety performance measures are applicable to all public roads regardless of ownership or functional classification. The Safety PM Final Rule also establishes a common national definition for serious injuries.

States must establish statewide targets for each of the safety performance measures. States also have the option to establish any number of urbanized area targets and one non-urbanized area target for any, or all, of the measures. Targets are established annually. For three performance measures (number of fatalities, rate of fatalities and number of serious injuries), targets must be identical to the targets established for the National Highway Traffic Safety Administration (NHTSA) Highway Safety Grants program that is administered by OTS. The State Departments of Transportation (DOTs) must also coordinate with their Metropolitan Planning Organizations (MPOs) in their States on establishment of targets, to the maximum extent practicable. States will report targets to the FHWA in the HSIP report due in August of each year.

Each MPO will establish targets for the same five safety performance measures for all public roads in the MPO’s planning area within 180 days after the State establishes each target. The targets will be established in coordination with the State, to the maximum extent practicable. The MPO can either agree to support the State DOT target or establish a numerical target specific to the MPO planning area. MPOs’ targets are reported to the State DOT, which must be able to provide the targets to FHWA, upon request.

A State is considered to have met, or made significant progress toward meeting, its safety targets when at least four of the five targets are met or the outcome for the performance measure is better than the baseline performance the year prior to the target year. Optional urbanized area or non-urbanized area targets will not be evaluated. Each year that FHWA determines a State has not met or made significant progress toward meeting its performance targets, the State will be required to use obligation authority equal to the baseline year HSIP apportionment only for safety projects. States must also develop a HSIP Implementation Plan.
Target Selection Methodology

There are three steps to setting safety performance targets, which are: (1) estimating the existing trends to determine where we are now, (2) determining what external factors will impact the target in order to forecast future trends, and (3) estimating targets based on forecasted fatality reductions from safety plans. In line with these steps, on May 8, 2019, a webinar and telephone conference was held to discuss the 2020 Safety Performance Management Targets with the MPOs and other vested stakeholders. During this workshop four possible scenarios for setting the 2020 Targets were presented. They included: (1) a trend line, which extrapolates the existing changes in fatalities and serious Injuries into the future; (2) a flat line scenario, which assumes that there is no change in the future from the current numbers; (3) a match to the Strategic Highway Safety Plan’s goal of -3% for fatalities and -1.5% for serious injuries; (4) a target line of reaching zero fatalities by 2050.

After receiving feedback from the MPOs from the webinar and telephone conference on May 8, 2019, the consensus was to select the fourth scenario, which uses a target line of reaching zero fatalities by 2050. This scenario is similar to the goals adopted by several States in the nation of Toward Zero Deaths TZD by 2050 (with 2016 numbers as the baseline numbers). The next update of the SHSP will be by 2020 and the TZD goals in this future safety plan will be incorporated in the 2021 SPMTs. The rationale for selecting safety targets based on a comprehensive statewide safety plan is to set “empirically derived targets based on quantitative modeling of potential strategies. With this approach, targets are based on empirical evidence of the selected interventions’ previous effectiveness combined with best estimates of future effectiveness, using a model linking inputs and outcomes” (Performance Management Practices and Methodologies for Setting Safety Performance Targets, Federal Highway Administration, 2011). Since safety performance targets pertain to all public roads, in a practical sense for this to work, local jurisdictions need to develop individual performance measures based on the particular needs of the locality and also target the appropriate strategies. If regional implementation is adopted, this denotes a bottoms-up approach where targets are rolled up from the State and local jurisdictions based on safety effectiveness, supported by research, and are more realistic and achievable, which in turn helps secure political support (Joint Transportation Research Centre of the Organization for Economic Cooperation and Development and International Transport Forum, Towards Zero: Ambitious Road Safety Targets and the Safe System Approach, 2008).

The Number of Fatalities

For 2020, the target for fatalities based on the five-year rolling average is 3518.0 with 3275 fatalities projected for the same year. While referring to Figure 2, the blue bars with red text reflect the data that was available in FARS at the time of the target setting process. For the 2020 targets, the last year that data was available in FARS was the 2017 data. The Number of Fatalities 2020 target is set with a target line to decrease fatalities to zero by the end of December 2049. This is denoted by the blue bars with black text that begin in year 2018. The dark blue line represents the 5-year rolling average from the annual fatality numbers.
Annual Fatality Rate (per 100M VMT)

Statewide traffic volumes are reported in one hundred million vehicle miles traveled (100M VMT). While referring to Figure 3, traffic volumes have been steadily increasing since 2011. For the purposes of safety performance target setting, a 1 percent increase in VMT is forecasted from year-to-year for the years from 2017 to 2020.
The fatality rate is calculated by dividing the number of fatalities by 100M VMT. The same assumptions are relevant for the calculation of the number of fatalities and they are (refer to Figure 4):

- The blue bars denote the current data that is available in FARS (as of June 2019 when the OTS presented their targets to NHTSA);
- The gray bars show a toward zero death target by the of December 2049 from 2017 to 2020.

**FIGURE 4. THE FATALITY RATE**

The dark blue line represents the five-year rolling average from annual fatality rates that reflect the 2015-2019 SHSP goal, which is $1.023$ per 100M VMT. The fatality rate for 2020 is 0.951.

**The Number of Serious Injuries**

The serious injury data for the State of California resides in the Statewide Integrated Traffic Records System (SWITRS). The definition of serious injury corresponds to “A” in the KABCO Scale and the corresponding value in the SWITRS database is coded as “2”. This is explained in Table 2 (below).

**TABLE 2. A COMPARISON BETWEEN KABCO AND SWITRS SERIOUS INJURY DEFINITIONS**

<table>
<thead>
<tr>
<th>KABCO Definition (FHWA)</th>
<th>SWITRS Definition (CHP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>K: Fatal Serious Injury</td>
<td>1: Fatal</td>
</tr>
<tr>
<td>A: Serious Injury</td>
<td>2: Injury (Severe)</td>
</tr>
<tr>
<td>B: Minor Injury</td>
<td>3: Injury (Other Visible)</td>
</tr>
<tr>
<td>C: Possible Injury</td>
<td>4: Injury (Complaint of Pain)</td>
</tr>
<tr>
<td>O: Property Damage Only</td>
<td>5: Property Damage Only</td>
</tr>
</tbody>
</table>

Referring to Figure 5 below, the blue bars with red text denotes the current data that is available in SWITRS (as of June, 2019). The blue bars with black text shows the number of serious injuries that decrease 1.5% from 2017-2050. The target year for serious injury numbers is 13,542. The dark blue line represents a five-year rolling average and for 2020 it is $13,740.4$. 
**The Rate of Serious Injury**

The serious injury rate is the number of serious injuries divided by 100M VMT. While referring to Figure 6 (below), the blue bars denote the current data that is available in SWITRS and HPMS. The serious injury rate in 2020 is 3.933. The dark blue line represents a five-year rolling average of serious injuries. This concept is incorporated in the SHSP. This is a “vision” based or “aspirational” target. The 2020 target for the serious injury rate is **3.994**. The Average Annual Daily Traffic (AADT) volumes are increased 1 percent per year from the 2016 levels for the years from 2017 to 2020 (as is the case in calculating the fatality rate).
The Number of Non-Motorized Fatalities and Non-Motorized Serious Injuries (Bicycles and Pedestrians)

While referring to Figure 7 (below), the darker blue bars show the number of fatalities for pedestrians and bicyclists combined. In 2017, the number of combined pedestrian bicycle fatalities is 982 as of June, 2019. The lighter blue bars with red text denote the current data that is available in SWITRS for the number of serious injuries for pedestrians and bicyclists combined. In 2017, the number of combined serious injuries for bicycles and pedestrians is 3,273. The dark blue bars depict the decreasing number of fatalities to zero by the end of December 2049. The dark blue line represents the five-year rolling average for non-motorized fatalities and serious injuries, which for the target year of 2020 is 4147.4.

Summary

For a breakdown of the five SPMTs, refer to Table 1. Appendix A also details the outreach efforts done by Caltrans, OTS, and the FHWA to the MPO’s, counties, and local agencies in order to coordinate and communicate the SMPTs. Further information with regards to the webinars listed in Appendix A is accessible at: http://www.dot.ca.gov/trafficops/shsp/. Here data is provided from Caltrans, OTS, and the FHWA. For example, traffic volumes from HPMS are broken down by county for 10 years. In addition, the webinars have been recorded and can be accessed from this website.
APPENDIX A: Safety Performance Management Target Setting Outreach Efforts

Background:
Safety Performance Management (Safety PM) is part of the overall Transportation Performance Management (TPM) program, which the Federal Highway Administration (FHWA) defines as a strategic approach that uses system information to make investment and policy decision to achieve national performance goals. The Safety PM Final Rule supports the Highway Safety Improvement Program (HSIP), as it establishes safety performance measure requirements for the purpose of carrying out the HSIP and to assess fatalities and serious injuries on all public roads.

The Safety PM Final Rule establishes five performance measures as the five-year rolling averages to include:

1. Number of Fatalities
2. Rate of Fatalities per 100 million Vehicle Miles Traveled (VMT)
3. Number of Serious Injuries
4. Rate of Serious Injuries per 100 million VMT
5. Number of Non-motorized Fatalities and Non-motorized Serious Injuries

The Safety PM Final Rule also establishes the process for State Departments of Transportation (DOTs) and Metropolitan Planning Organizations (MPOs) to establish and report their safety targets, and the process that the FHWA will use to assess whether State DOTs have met or made significant progress toward meeting their safety targets.

Important Dates/Deadlines:
The overall State targets required by FHWA are due on August 31st, annually, while the MPOs set their targets six months after the State sets its targets. Three of the five safety targets must be coordinated with the Highway Safety Plan administered by the Office of Traffic Safety (OTS), which must submit their targets to NHTSA by June 30th of each year.

Performance Targets must also be included in updates to Long-Range Statewide Transportation Plans (LRSTP), metropolitan transportation plans (MTP), state transportation improvement programs (STIP) and transportation improvement programs (TIP) after May 27, 2019.

Engagement Timeline:

- **May 8, 2019** – A workshop took place by webinar and phone conference to discuss the 2020 Safety Performance Management Targets with the MPOs and other vested stakeholders. During this workshop four possible scenarios for setting the 2020 Targets were presented. They included: (1) a trend line, which extrapolates the existing changes in fatalities and serious injuries into the future; (2) a flat line scenario, which assumes that there is no change in the future from the current numbers; (3) a match to the Strategic Highway Safety Plan’s goal of -3% for fatalities and -1.5% for serious injuries; (4) a target line of reaching zero fatalities by 2050. After receiving feedback from the MPOs from the webinar and phone conference, the consensus was to select the fourth scenario.
Contacts:

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Phone: (916) 651-9377  
Email: balasubramanian@dot.ca.gov

Thomas Schriber  
Phone: (916) 654-7138  
Email: thomas.schriber@dot.ca.gov
City of San Diego’s Proposed Project for FY 2018-2019 Affordable Housing and Sustainable Communities Program: SANDAG Letter Submittal

Overview
On November 1, 2019, the California Strategic Growth Council (SGC) and California Department of Housing and Community Development released a Notice of Funding Availability for Round 5 of the Affordable Housing and Sustainable Communities (AHSC) program. Approximately $550 million is available for the AHSC program through the Greenhouse Gas Reduction Fund, an account established to receive cap-and-trade auction proceeds. The AHSC program funds land-use, affordable housing, transportation, and land preservation projects to support infill and compact development that reduce greenhouse gas emissions. Applications are due February 11, 2020. Individual projects are limited to a maximum grant request amount of $30 million.

Key Considerations
Chelsea Investment Corporation, a local affordable housing developer, and the City of San Diego plan to submit an AHSC application to develop 252 affordable housing units at Mt. Etna Drive and Genesee Avenue and provide active transportation improvements in the Clairemont community. SANDAG and the Metropolitan Transit System have been asked to be non-applicant supporters to provide improved transit services in the area. Proposed transit improvements include construction of the Kearny Mesa Transit Center along with increased service frequency serving both the proposed development and the Transit Center.

The Kearny Mesa Transit Center, one of six Rapid stations serving the Claremont Mesa Boulevard corridor, is a TransNet project included in the SANDAG Capital Improvement Program. In November 2015, SANDAG was able to strategically partner with Kaiser Permanente to build the Rapid station in front of the new hospital at Clairemont Mesa Boulevard and Ruffin Road. The remaining five stations, including the Kearny Mesa Transit Center, are at 90% design. Final design and construction costs for each remaining station are estimated at $2.3 million. The proposed budget included with the City of San Diego’s grant application allocates over $1.8 million of AHSC grant funds for the construction of the Kearny Mesa Transit Center. If grant funding is awarded, SANDAG would provide the remaining $500,000 as match to complete the station. This would be addressed through a future budget amendment.

Action: Approve
The Board of Directors is asked to approve the submission of a letter of support demonstrating the agency’s willingness to contribute $500,000 for the construction of the Kearny Mesa Transit Center, which is included in the City of San Diego’s grant application to the FY 2018-2019 Affordable Housing and Sustainable Communities program.

Fiscal Impact:
Should the Project be awarded funding, it would provide over $1.8 million of Affordable Housing and Sustainable Communities funding for the construction of the Kearny Mesa Transit Center. SANDAG would contribute $500,000 to complete the project.

Schedule/Scope Impact:
None.
Next Steps

On approval of the Board, SANDAG will submit a letter of support to Chelsea Investment Corporation and the City of San Diego that demonstrates SANDAG’s willingness, if grant funding is awarded, to contribute $500,000 towards final design and construction of the Kearny Mesa Transit Center. The SGC anticipates announcing AHSC grant awards in June 2020. If grant funding is awarded, the Board will be asked to authorize receipt of funding for construction of the Transit Center.

Hasan Ikhrata, Executive Director / Chief Deputy Executive Director

Key Staff Contact: Audrey Porcella, (619) 699-1961, audrey.porcella@sandag.org
California Resilience Challenge Grant Application

Overview

The California Resilience Challenge (Challenge) is a statewide effort to build local and regional climate resilience and to support a shared vision for a resilient California in the face of increasing climate threats. The Challenge is providing funding by means of its 2020 Grant Program for eligible resiliency planning projects aimed at improving local resilience to climate impacts, including drought, flooding (including sea level rise), extreme heat, and wildfire. A total of $2 million in grant funds is available statewide and will be administered by the Bay Area Council Foundation. The maximum award that may be granted to an individual project is $200,000.

Key Considerations

Over the next few years, SANDAG will prepare 12 Comprehensive Multimodal Corridor Plans (CMCPs), which are intended to analyze and prioritize the transportation system needs and prepare the region for pursuing funding opportunities. The CMCP guidelines state that these plans should be consistent with the current California Transportation Plan, California’s Climate Change Scoping Plan, and climate adaptation plans. As such, the CMCPs must not only identify projects to reduce congestion and greenhouse gas emissions, but also determine how the transportation system and surrounding areas will be resilient to the impacts of climate change.

To ensure that resilience is adequately analyzed and addressed in the CMCPs, staff proposes that SANDAG submit an application to the Challenge for $200,000 to assess climate vulnerabilities and integrate resilience considerations for up to five CMCPs and for applicability to the remaining CMCPs. This work effort may build upon existing analyses completed in the region but will also involve new analyses to comprehensively assess how climate stressors such as sea level rise, flooding, precipitation changes, wildfires, and extreme heat will impact these corridors.

SANDAG may couple funding from the Challenge with funding from the SB1 Sustainable Communities Grant program, administered by Caltrans, should a pending grant be awarded for the Regional Resiliency Through Complete Corridors and Stakeholder Engagement project. Both work efforts would support CMCP resilience analyses and both programs are expected to award funding in spring 2020.

Action: Approve

The Board of Directors is asked to approve the submission of an application to the California Resilience Challenge Grant Program.

Fiscal Impact:
If awarded, $200,000 in grant funds would be added to the FY 2021 budget.

Schedule/Scope Impact:
If awarded, this project would be completed on or before December 31, 2022, with findings incorporated into one or more Comprehensive Multimodal Corridor Plan(s).
Next Steps

SANDAG staff will prepare the Challenge grant application and submit to the Bay Area Council Foundation no later than February 7, 2020. Grant awards are tentatively scheduled to be announced in April 2020. If awarded, SANDAG would enter into a grant agreement with the Bay Area Council Foundation in summer 2020.

Hasan Ikhrata, Executive Director

Key Staff Contacts:  Sarah Pierce, (619) 699-7312, sarah.pierce@sandag.org;  Anna Lowe, (619) 595-5603, anna.lowe@sandag.org
Executive Director Delegated Actions

Overview
Various Board Policies require the Executive Director to report certain actions to the Board of Directors on a monthly basis or upon taking specified actions.

Delegated Actions

**Investment Transactions:** SANDAG Board Policy No. 003 states that a monthly report of all investment transactions shall be submitted to the Board. Attachment 1 contains the reportable investment transactions for November and December 2019.

**Legal Matters:** SANDAG Board Policy No. 008 authorizes the Office of the General Counsel or outside counsel to file documents and make appearances on behalf of the agency in court proceedings.

In the matter of Skanska USA Civil West v. SANDAG (Orange County Superior Court Case No. 2019-01086344), the following action was taken by Best Best & Krieger on behalf of SANDAG:
- On December 9, 2019, an Answer and Cross-Complaint was filed.

In the matter of SANDAG v. 8650 Villa La Jolla Square (Superior Court Case No. 2017-00039831), the following actions were taken by Nossaman on behalf of SANDAG:
- On or about October 23, 2019, a Notice of Motion to Compel Discovery was filed.
- On November 1, 2019, an Opposition to Noticed Motion and Supporting Declarations was filed.
- On November 7, 2019, a Reply to Opposition was filed.
- On December 19, 2019, a Stipulation and Order to Continue Hearing on Motion to Compel Document Production was filed.

In the matter of Quintero v. SANDAG (Superior Court Case No. 2019-00017834), the following action was taken by Nossaman on behalf of SANDAG:
- On December 9, 2019, an Answer to First Amended Complaint was filed.

In the matter of SANDAG v. Costa Verde Hotel, LLC (Superior Court Case No. 2018-00030194), the following actions were taken by Nossaman on behalf of SANDAG:
- On December 5, 2019, filed a Case Management Statement.
- On December 20, 2019, attended a Case Management Conference.
- On December 20, 2019, filed a Notice of Payment of Advance Jury Fee.
- On January 10, 2020, filed a Stipulation re Continuance of Trial Date.

SANDAG Board Policy No. 008 authorizes the Executive Director to take action on claims filed against SANDAG.
- On December 13, 2019, the Claim of Sergio Chavez was rejected. Mr. Chavez claimed $500 in damages after his vehicle’s windshield was struck by a rock while driving on the South Bay Expressway. Upon investigation of the claim, it was determined that there was no basis in the claim or otherwise establishing any SANDAG liability for the alleged damages.
Budget Modifications: SANDAG Board Policy No. 017 authorizes the Executive Director to enter into agreements currently not incorporated in the budget, and to make other budget modifications in an amount up to $300,000 per transaction so long as the overall budget remains in balance. The actions for December 2019 are reflected in Attachment 2.

Right-of-Way: SANDAG Board Policy No. 017, Section 4.15, authorizes the Executive Director to execute all right-of-way property transfer documents, including rights of entry, licenses, leases, deeds, easements, escrow instructions, and certificates of acceptance. The list below reflects the approved documents for this reporting period.

<table>
<thead>
<tr>
<th>No.</th>
<th>Address</th>
<th>Nature of Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>4545 La Jolla Village Dr. San Diego, CA 92122; Westfield LLC</td>
<td>Right of Entry Agreement (for geotechnical investigations)</td>
<td>2/9/19</td>
</tr>
</tbody>
</table>

Just Compensation: SANDAG Board Policy No. 017, Section 4.4, authorizes the Executive Director to establish an offer of just compensation for the purchase of real property based on specified conditions. Consistent with Board Policy, the following offers were made.

<table>
<thead>
<tr>
<th>No.</th>
<th>Address</th>
<th>Nature of Activity</th>
<th>Appraisal Amount</th>
<th>Offer Date &amp; Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>East of Interstate 5 and North of State Route 52 San Diego, CA 92122; SDG&amp;E</td>
<td>Offer Letter</td>
<td>$4,000</td>
<td>12/23/19; $4,000</td>
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</table>

Contract Acceptance: SANDAG Board Policy No. 024 authorizes the Executive Director to accept contracts on behalf of the Board and requires all contract acceptances over $25,000 to be reported to the Board.

- In a letter dated January 10, 2020, HMS Construction, Inc. was granted Acceptance for the Mid-City Bus Rapid Transit SR-15 Centerline Stations Video Monitoring System (VMS) Project – Effective October 22, 2019 (CIP 1201507, Contract No. 5007500, JOC7500-10). The contract value was $242,613.55.

Hasan Ikhrata, Executive Director

Key Staff Contact: André Douzdjian, (619) 699-6931, andre.douzdjian@sandag.org

Attachments: 1. November and December 2019 Investment Securities Transactions Activity
2. December 2019 Budget Transfers and Amendments
MONTHLY ACTIVITY FOR INVESTMENT SECURITIES TRANSACTIONS
NOVEMBER 1 THROUGH NOVEMBER 30, 2019

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<tr>
<th>Transaction Date</th>
<th>Security/Coupon/Maturity Date</th>
<th>Par Value</th>
<th>Original Cost</th>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11/8/2019</td>
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<td>$4,993,150.00</td>
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<tr>
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<td>$12,400,000.00</td>
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<tr>
<td>11/15/2019</td>
<td>TOYOTA AUTO 1.140% 8/17/20</td>
<td>$38.20</td>
<td>$38.20</td>
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<tr>
<td>11/15/2019</td>
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<td>$9,471,914.10</td>
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<td>11/15/2019</td>
<td>PPG INDUSTRIES INC 2.300% 11/15/19</td>
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MONTHLY ACTIVITY FOR INVESTMENT SECURITIES TRANSACTIONS  
DECEMBER 1 THROUGH DECEMBER 31, 2019

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<td><strong>BOUGHT</strong></td>
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<tr>
<td>12/2/2019</td>
<td>WELLS FARGO CO MTN 2.600% 7/22/20</td>
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<td>12/2/2019</td>
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<td>$10,822,915.13</td>
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<td><strong>SOLD</strong></td>
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</tr>
<tr>
<td></td>
<td>NO REPORTABLE SECURITIES FOR THIS MONTH</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# DECEMBER 2019 BUDGET TRANSFERS AND AMENDMENTS

in ‘000s

<table>
<thead>
<tr>
<th>PROJECT NUMBER</th>
<th>PROJECT NAME</th>
<th>CURRENT BUDGET</th>
<th>NEW BUDGET</th>
<th>CHANGE</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>3310703</td>
<td>TDM - Program and Service Delivery</td>
<td>$1,035.5</td>
<td>$1,075.5</td>
<td>$40.0</td>
<td>increase budget for Guaranteed Ride Home (GRH) Taxi Services.</td>
</tr>
<tr>
<td>3310700</td>
<td>TDM Program</td>
<td>$732.1</td>
<td>$692.1</td>
<td>($40.0) transfer funds to 3310703 to cover GRH Services.</td>
<td></td>
</tr>
<tr>
<td>3320100</td>
<td>Short-Range Transit Service Activities</td>
<td>$532.5</td>
<td>$571.4</td>
<td>$39.0</td>
<td>increase budget to cover fare modeling and Title VI Analysis</td>
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<tr>
<td>3320300</td>
<td>Passenger Counting Program</td>
<td>$251.6</td>
<td>$212.7</td>
<td>($39.0) transfer funds to 3320100 to cover fare modeling and Title VI Analysis</td>
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<tr>
<td>2347000</td>
<td>NEW - CJAM - Drug Policy Gap Analysis and Evaluation</td>
<td>$0.0</td>
<td>$25.0</td>
<td>$25.0</td>
<td>add new federal funding to conduct a formative evaluation and gap analysis to inform drug policy decision makers</td>
</tr>
<tr>
<td>2346900</td>
<td>NEW - CJAM - Project Life</td>
<td>$0.0</td>
<td>$17.1</td>
<td>$17.1</td>
<td>add new funding from North County Lifeline, Inc. to conduct a retrospective study of Project LIFE outcomes</td>
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<tr>
<td>2352900</td>
<td>NEW - CJAM - CAT+ Extended Evaluation</td>
<td>$0.0</td>
<td>$30.0</td>
<td>$30.0</td>
<td>add new funding from San Diego Youth Services to provide a formative and outcome evaluation for CAT+ Services</td>
</tr>
</tbody>
</table>
Strategic Plan Subcommittee

Overview

The Board of Directors has responsibility for establishing performance goals and evaluating the performance of the Executive Director. The Chair has proposed the formation of a temporary Board subcommittee to develop recommendations for 2020 performance goals for the Executive Director for adoption by the Board.

Board members were asked to express their interest in serving on the subcommittee by January 21. The Chair will provide a proposed membership list for Board approval at the January 24, 2020, meeting.

Key Considerations

In addition to preparing recommendations for performance goals for the Executive Director for the upcoming year, the subcommittee will be asked to provide input on two aspects of the agency’s Organization Effectiveness Plan – new mission and vision statements and recommendations for improved working relationships between Board members and staff.

It is anticipated the subcommittee will be comprised of six to seven primary Board members with broad and diverse representation. The subcommittee work will be completed in February and recommendations will be discussed at the SANDAG Board Retreat in mid-March. Subcommittee meetings will be facilitated by the consultants from Performance Works who have supported the agency’s strategic planning work during the past nine months.

Next Steps

Following the Board’s approval of the members, staff will convene the subcommittee and anticipate holding three meetings in February. Recommendations from the subcommittee will be discussed at the SANDAG Board Retreat in mid-March.

Steve Vaus, Chair, SANDAG Board of Directors

Key Staff Contact: Laura Coté, (619) 699-6947, laura.cote@sandag.org
Big Data: Harnessing the Benefits of Data Powered Governance

Overview
SANDAG is evolving as a data-driven organization. Our plans are rooted in observed data and informed by outreach and market research. Various initiatives around the region, such as the Integrated Corridor Management System, have the region taking the lead in data-driven efforts that reduce congestion and improve travel times. In the future, data will play an even larger role in how we plan and manage the transportation system.

Key Considerations
An expert panel (Attachment 1) will explore the following key topics related to Big Data and government followed by a facilitated Question & Answer session:

Big Data – what is it and how is it used? People are directly and indirectly sharing large amounts of personal data as a result of technology. This Big Data is used in virtually every industry to understand customer needs and behavior, improve operations and services, inform strategic planning, and connect with customers and clients.

Using Big Data to make communities work better: Government agencies around the globe are using Big Data to improve planning, policy, operations, and public engagement. There is no question that the future of regional transportation will rely more on Big Data and analytics for better decision making, improved service delivery, and maximizing efficiency to ensure the public gets the most benefit from its investment.

Keeping Big Data private and secure: As technology has made personal information more accessible, security and privacy issues are a growing concern. Although access to data provides government with significant opportunities to solve problems and improve the lives of residents, there is a legitimate debate around access to—and use of—data. Proactively developing and implementing sound data privacy and security policies and programs is of utmost importance. With oversight and transparency, local governments and public entities have the opportunity to be public data stewards at a time when private corporations are not legally subject to disclosure and prior permissions.

Next Steps
This panel is part of a series of informational agenda items related to the 2021 Regional Plan. Future topics will include the regulatory requirements that guide Regional Plan development, transportation modeling, and environmental impact reports.

Hasan Ikhrata, Executive Director
Key Staff Contact: Ray Major, (619) 595-5668, ray.major@sandag.org
Attachment: 1. Panelist Bios

Action: Information
Big Data is becoming increasingly more important to effective planning, policy, service delivery, operations, and public engagement. An expert panel will explore key topics related to Big Data and the opportunities for government to harness its benefits.

Fiscal Impact: None.
Schedule/Scope Impact: None.
Panelist Bios

Rajesh K. Gupta
Professor of Computer Science and director of the Halıcıoğlu Data Science Institute at UC San Diego.

Professor Gupta’s research is in embedded and cyber-physical systems. He currently leads National Science Foundation project MetroInsight and is a co-PI on DARPA/SRC Center on Computing on Network Infrastructure (CONIX), with the goal to build a new generation of distributed cyber-physical systems that use city-scale sensing data for improved services and autonomy.

Professor Gupta received a B. Tech. in electrical engineering from IIT Kanpur, an MS in EECS from UC Berkeley, and a PhD in electrical engineering from Stanford. Professor Gupta holds the Qualcomm Endowed Chair in Embedded Microsystems at UC San Diego and the INRIA International Chair at the French international research institute in Rennes, Bretagne Atlantique. He is a Fellow of the IEEE, the ACM, and the American Association for the Advancement of Science.

Christina Drummond
Senior Analyst, Ohio State University, Moritz College of Law Program on Data and Governance

Ms. Drummond’s background combines over twenty years of technology policy and management experience across tech start-ups, not-for-profits, and academia. She serves on the MORPC Regional Data Advisory Committee’s Data Policy Needs Survey and Toolkit Working Group, supports the development of Smart Columbus’ Data Privacy Plan, and participates in the Civic Data Privacy Leaders Network. When not growing the Program on Data and Governance and its network of champions, she conducts applied research on the policy dimensions of data governance and innovation. Prior to joining Moritz, she directed strategic initiatives at the Educopia Institute and University of North Texas and founded the Technology and Civil Liberties project at the ACLU of Washington. She has also worked with the U.S. House of Representatives’ Committee on Science, Internet2, the Legal Services Corporation’s Technology Innovation Grant program, and Washington State’s Sunshine Committee and Access to Justice Board. Ms. Drummond also carries a rich history of presenting at conferences and developing knowledge-sharing, collective impact networks.
Andrell Bower  
Chief Data Officer, City of San Diego

Bower was appointed to the role of Chief Data Officer for the City of San Diego by Mayor Faulconer in 2019. She is responsible for identifying innovative solutions to streamline government efficiency, promoting data-informed decision-making, and expanding accessibility of municipal information for all San Diegans.

Andrell first joined the City in 2015 following a 10-year career as a newspaper data journalist and infographic artist. During her tenure, Andrell learned to appreciate the power of data and visualization to share information with the public. She was thrilled to join the team at City Hall and use her experience to make data more accessible by implementing the City’s first-ever Open Data Policy. As part of the Performance & Analytics team, Andrell has helped build an award-winning data program. Highlights include an open-source data portal featuring hundreds of data files, automated methods for keeping data updated, web applications that visualize the data, and advanced analytics projects.