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(Representing South County)
Chair, Borders Committee

Hasan Ikhrata
Executive Director, SANDAG

Executive Committee
Special Agenda

Friday, February 28, 2020
8 to 9 a.m.
SANDAG, 7th Floor Conference Room
401 B Street, 7th Floor
San Diego

Agenda Highlights

• FY 2021 Performance Objectives for the Executive Director

Please silence all electronic devices during the meeting

You can listen to the Executive Committee meeting by visiting our website at sandag.org

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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## Executive Committee
Friday, February 28, 2020

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<tr>
<th>Item No.</th>
<th>Action</th>
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<tbody>
<tr>
<td>1.</td>
<td>Public Comments/Communications/Member Comments</td>
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<td>Members of the public shall have the opportunity to address the Executive Committee 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 Comment form and giving it to the Clerk prior to speaking. Public speakers should notify the Clerk if they have a handout for distribution to Executive Committee members. Public speakers are limited to three minutes or less per person. Executive Committee members also may provide information and announcements under this agenda item.</td>
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<td>2.</td>
<td>FY 2021 Performance Objectives for the Executive Director</td>
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<td>Discussion/Possible Action</td>
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<td>The Executive Committee is asked to discuss performance objectives for the Executive Director for the period July 1, 2020, through June 30, 2021.</td>
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<td>3.</td>
<td>Continued Public Comments</td>
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<td>Information</td>
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<td>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.</td>
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<td>4.</td>
<td>Upcoming Meetings</td>
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<td>Information</td>
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<td>Please Note: the next meeting of the Executive Committee, scheduled for Friday, March 13, 2020, at 8 a.m., will be held at the following location:</td>
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<td>Viejas Resort</td>
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<td>5000 Willows Road</td>
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<td>Alpine, CA 91901</td>
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<td>6.</td>
<td>Adjournment</td>
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+ next to an item indicates an attachment
FY 2021 Performance Objectives for the Executive Director

Overview

The Executive Committee is responsible for advising the Board of Directors regarding the performance of the Executive Director, Hasan Ikhrata, and is asked to provide input regarding performance objectives for the period July 1, 2020, through June 30, 2021.

Key Considerations

The FY 2020 Program Budget, approved by the Board, describes the strategic goals, areas of emphasis, and major projects for the current fiscal year (Attachment 1), including the allocation of resources to support achievement of the work program. The Executive Director is responsible for overseeing completion of the approved goals and projects. The Executive Committee is asked to provide guidance regarding agency priorities for the upcoming year. This information will be used to develop the Draft FY 2021 Program Budget and based on feedback provided by the Executive Committee, the Chair and Vice Chair will draft performance objectives for the Executive Director.

Next Steps

Staff is scheduled to present the Draft FY 2021 Program Budget to the Executive Committee and Board in March 2020, with the Final FY 2021 Budget due to be approved by the Board in May. It is proposed that the Executive Director’s performance objectives be considered in conjunction with the FY 2021 Program Budget.

Steve Vaus, Chair, SANDAG Board of Directors

Key Staff Contact: Laura Coté, (619) 699-6947, laura.cote@sandag.org

Attachments: 1. FY 2020 SANDAG Strategic Goals, Areas of Emphasis, and Major Projects and Work Efforts
FY 2020 SANDAG Strategic Goals, Areas of Emphasis, and Major Projects and Work Efforts

The FY 2020 Annual Program Budget approved by the SANDAG Board of Directors in June 2019, included the following Strategic Goals (long-term agency-wide goals that remain relatively unchanged on an annual basis), Areas of Emphasis (updated each year to highlight structural changes or particular areas of focus for the coming year), and Major Projects and Work Efforts.

FY 2020 Strategic Goals

1. Implement the visions of San Diego Forward: The 2015 Regional Plan and the TransNet Ordinance with the goal of optimizing the efficient movement of people and goods, contributing to a healthy and sustainable region, promoting public safety, increasing housing choices, supporting a vibrant economy, and helping to protect and improve the quality of life for everyone in the region.

2. Improve mobility by providing more transportation choices and efficiency through implementation of San Diego Forward: The 2015 Regional Plan (2015 Regional Plan), including improvements that provide congestion relief, public transportation, goods movement, Transportation Demand Management (TDM), innovation through emerging technologies, regional operations, and active transportation.

3. Enhance organizational effectiveness both internally and externally through continuous improvements, technological solutions, employee engagement, fiscal discipline, effective communications, and partnerships with local, state, and federal agencies.

4. Pursue new funding and innovative solutions to fiscal, economic, and environmental challenges and opportunities.

FY 2020 Areas of Emphasis

A key initiative during FY 2020 is completion of a strategic planning and organizational assessment effort that will establish the mission, vision, values, and strategic goals for SANDAG; define performance expectations for programs and employees; and implement efficient and effective project delivery and operational practices.

The Areas of Emphasis for FY 2020 include:

- **Modeling and Research.** Enhance efforts to ensure data integrity and transparency, with an increased focus on data availability, governance, and dissemination; and continue to employ technologies, methodologies, and models to enhance the effectiveness of agency research and analysis, equipping SANDAG to provide comprehensive assessments of complex policy and operational issues today and into the future.

- **Regional Planning.** Collaborate with the Board, stakeholders, and the community to gather feedback and develop a big-picture vision to serve as the foundation for the next iteration of San Diego Forward: The 2021 Regional Plan (2021 Regional Plan). Communicate to stakeholders that this process will require a significant extension to the current timeline for producing the 2021 Regional Plan. Emphasize the need to envision a balanced transportation system that can be achieved through implementation of the 5 Big Moves. Work with state and federal agencies to minimize potential risks to SANDAG that may be caused by this extended effort. Risk-mitigation efforts will include preparing San Diego Forward:
The 2020 Federal Regional Transportation Plan (2020 Federal RTP) and working with the state to ensure the current 2015 Regional Plan remains in effect until SANDAG adopts the 2021 Regional Plan. In addition, move forward with the Regional Housing Needs Assessment (RHNA) process.

- **Project Implementation.** Implement the projects and programs included in the 2015 Regional Plan with the intention of achieving the goals set out in the 2015 Regional Plan, including the development and construction of initiatives such as: the Mid-Coast Corridor Transit Project (Mid-Coast Trolley); the Rapid network; the Bike Early Action Program (Bike EAP); coastal rail corridor double-tracking; extension of the Managed Lanes network; freeway enhancement projects; and a wide variety of projects and TDM programs to reduce congestion, promote alternative transportation, and achieve regional environmental goals.

- **External Support and Communications.** Expand and improve agency communications to more effectively engage the public and communicate essential information regarding the development of regional projects and programs, including deploying innovative technologies through public outreach programs supporting the 2021 Regional Plan development; project development; project construction; and marketing services for iCommute, South Bay Expressway, and Interstate 15 (I-15) FasTrak®. Continue to proactively support Board members and member agencies in efforts to communicate with partner agencies and constituencies about SANDAG initiatives.

- **Regional Operations and Services.** Implement service management and optimize operational programs and customer services to deliver enhanced mobility and public safety services for the region. Provide operations, maintenance, and support of regional data systems for transportation and law enforcement that support travelers and public safety agencies in the San Diego region.

**FY 2020 Major Projects and Work Efforts**

**2021 Regional Plan and Regional Housing Needs Assessment**

The 2021 Regional Plan is an overarching blueprint for the San Diego region. It combines a big-picture vision for how the region will grow over the next 30 to 35 years with an implementation program to help make that vision a reality. At its core, it relies on a land use pattern that accommodates the region’s future employment and housing needs and protects environmental resources; a multimodal transportation network that provides the region’s residents with travel options; and consideration of new travel trends enabled by smart phones and other technologies to maximize investments. Overall, the 2021 Regional Plan seeks to protect the environment, create healthy communities, and stimulate economic growth. Federal law requires the Regional Transportation Plan (RTP) to be updated every four years. In order to allow time to create a bolder vision for the 2021 Regional Plan that includes a transformative transportation system that provides choices to travelers that are as fast and convenient as the car, the Board has approved extending the timeline to adopt the RTP to late 2021. This bold new vision for the 2021 Regional Plan will focus on designing a balanced transportation system through the implementation of 5 Big Moves – Complete Corridors, Transit Leap, Mobility Hubs, Flexible Fleets, and Next Operating System. A federal RTP will be developed for adoption in FY 2020. In addition, every eight years, state law requires that the RHNA be undertaken in conjunction with the RTP. The RHNA provides a methodology for allocating state housing production goals to each city and county in four income categories. State legislation is being pursued that would allow the current 2015 Regional Plan and its Environmental Impact Report to remain in effect after October 9, 2019, and allow the Board to finalize the sixth cycle RHNA allocation in October 2019.
Mid-Coast Corridor Transit Project

Under construction since late 2016, the Mid-Coast Trolley is extending Blue Line San Diego Trolley service from the historic Santa Fe Depot in Downtown San Diego north through the University City community of San Diego. The Mid-Coast Trolley will have nine stations along its 11-mile length and is scheduled to begin service in late 2021. When complete, the $2.1-billion project will provide service to major activity areas such as the Veterans Administration Medical Center, UC San Diego, and University Towne Center, also known as Westfield UTC mall. A little more than half of the project is being funded by the regional TransNet half-cent sales tax for transportation and the remainder by the federal government under a $1-billion Full Funding Grant Agreement, which was executed with the Federal Transit Administration (FTA) in September 2016.

The first half of the Mid-Coast Trolley runs from the Old Town Transit Center to the southern section of University City. It follows the heavy rail freight and passenger corridor right-of-way (ROW), which is operated by NCTD. The second section, which will be elevated for four miles, follows the Caltrans ROW along Interstate 5 (I-5), crossing over I-5 twice to travel through UC San Diego and then University City, where it ends at University Towne Center.

In FY 2019, SANDAG completed major work on bridges, abutments and piers, utility undergrounding, and drilling and pouring the concrete columns that will support the elevated viaduct that will hold the Trolley tracks, building stations, and laying the girders on the elevated Trolley alignment. On the UC San Diego campus, all of the columns were completed, the girders poured or installed, the two station decks poured, and bridges completed. In addition, crews have almost completed realigning the rail corridor, double-tracking the heavy rail, and have begun to install the Trolley light rail lines.

In FY 2020, SANDAG will continue work on the installed viaducts in the northern section of the project and grading, drainage, retaining walls, and bridges on the southern section. Trackwork, substantial work on the stations, and systems elements will begin construction.

San Diego River Bridge Double Track Project

The San Diego River Bridge Double Track (SDRBDT) project represents a critical element of the larger effort to double track the entire coastal heavy-rail corridor in the San Diego region. Double-tracking the rail line is a priority for SANDAG and NCTD, which operates the San Diego County section of the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor. The LOSSAN Rail Corridor, which spans six counties and runs 351 miles, is the second-busiest intercity passenger rail corridor in the nation. Approximately 50 trains operate each weekday on the segment of the corridor south of Oceanside.

In FY 2019, the SDRBDT project replaced the decades-old rail bridge with a new 900-foot bridge over the environmentally sensitive San Diego River; added a new second heavy rail track from just north of the Old Town Transit Center to Tecolote Road in San Diego, and is in the process of building a new light-rail San Diego Trolley bridge. The $94-million project includes ROW costs, design, environmental planning, construction management, permitting, signal installation, and construction.

Double-tracking increases the capacity and reliability of the rail line and allows trains traveling in opposite directions to pass each other without slowing down or stopping.

The SDRBDT project began in 2016. Construction is anticipated to be complete in late 2019.
Interstate 5 North Coast Corridor Program/Build NCC
SANDAG and Caltrans kicked-off construction for Phase 1 of the I-5 North Coast Corridor (NCC) Program, known as Build NCC, in November 2016. The $700-million package of highway, rail, bike, pedestrian, and community and environmental enhancement projects has been praised as a role model for integrated planning. This is the first phase of a four-decade NCC program, estimated to cost $6 billion. The Phase 1 projects are located in the North Coast area of the region, with the majority of the work concentrated in the City of Encinitas. About $480 million is slated for highway improvements; $140 million for rail improvements; and $80 million for environmental improvements. Build NCC includes the LOSSAN Rail Corridor double-tracking projects, extended carpool lanes, new bike and pedestrian trails; and the restoration of the San Elijo Lagoon.

In FY 2019, construction was underway on the $120-million San Elijo Lagoon restoration and habitat preservation project. Completion is expected in 2021. Bicycle and pedestrian improvements estimated to cost $12.5 million are underway on Encinitas Boulevard and Santa Fe Drive. Also started as part of Build NCC was the relocation of utilities in various locations; the addition of bike lanes along Leucadia Boulevard at I-5; and a sound wall along I-5 in the City of Encinitas. It is anticipated that work will continue on these projects in FY 2020, as well as on additional projects. Also completed in FY 2019 was double-tracking of the rail line over the San Elijo Lagoon and the highway rail bridge replacement over the San Elijo Lagoon. Ongoing in FY 2020 are the construction of the high-occupancy vehicle and auxiliary lanes on I-5 between Manchester Avenue and Palomar Airport Road, as well as the highway bridge over the San Elijo Lagoon.

Otay Mesa East Port of Entry and State Route 11
The Otay Mesa East Port of Entry (POE) Project, along with a new connecting freeway, State Route 11 (SR 11), is jointly undertaken by SANDAG and Caltrans, in cooperation with key partner agencies on both sides of the United States–Mexico border. Project milestones in FY 2019 included the start of construction of the State Route 125 (SR 125)/State Route 905 (SR 905)/SR 11 connectors and the final segment of SR 11; procurement of ROW for the new POE; and beginning a Traffic and Revenue Analysis. For FY 2020, the project expects to complete the binational Intelligent Transportation System (ITS) pre-deployment study; operationalize southbound border wait-time data collection; and develop a comprehensive funding plan that includes public funds, tolls, and other revenues. Upon completion of the studies, a binational architectural and engineering design plan for both the United States and Mexican sides of the POE complex will commence. In addition, the project team will begin the design of the binational ITS. Construction of the SR 125 southbound to SR 905 westbound connectors and Siempre Viva interchange improvements will begin in summer 2020.

South Bay Rapid
Construction began in March 2016 on the South Bay Rapid, a $139-million effort to provide travelers with a frequent and reliable transit choice. South Bay Rapid includes 12 stations along a 26-mile route from the Otay Mesa POE to Downtown San Diego via eastern Chula Vista, connecting to employment and activity centers in Downtown San Diego and South County. The heart of the project is the dedicated transit guideway – a nearly-six-mile-long transit-only lane in the median of East Palomar Street and along Eastlake Parkway in Chula Vista, including a transit-only guideway bridge over SR 125. In late 2017, construction was completed on the first segment of the route on East Palomar Street between Heritage Road and Olympic Parkway. Three other segments were completed in 2018: the Millenia station, Otay Mesa Transit Center, and stations on East Palomar Street from Olympic Parkway to Eastlake Parkway at Birch Road. The final segment on East Palomar Street from Heritage Road to Interstate 805 is expected to be completed in FY 2020. A limited service was launched in September 2018 between the East Palomar Transit Station and
Downtown San Diego. The full-service launch and Grand Opening Community Celebration were held in January 2019. The line helps to further the regional Rapid network to provide better connections between residential areas and major employment centers. Rapid services run more frequently, feature limited stops, and offer increased reliability and customer convenience. Transit riders enjoy new, uniquely branded buses with added amenities, as well as stations with upgraded features such as enhanced shelters and next-bus-arrival signs.

Regional Bike Plan Early Action Program
In FY 2014, the Board approved the Regional Bike EAP – a $200-million initiative to expand the bike network countywide and finish high-priority projects within a decade. Currently, nearly 30 projects in the Bike EAP are either open or in various stages of development. The goal is to make it easier for people of all ages and abilities to ride their bikes to school, work, transit stations, and other major destinations. In FY 2019, a one-mile segment of the Coastal Rail Trail in Encinitas and a three-mile portion of the Inland Rail Trail in North County were completed and opened to the public. Additionally, the Border to Bayshore and Park Boulevard bikeways were environmentally cleared and moved into the final design phase. Significant progress was made in FY 2019 on final design of eleven regional bikeways: the Bayshore Bikeway: Barrio Logan segment; the Central Avenue, Imperial Avenue, Pershing, Howard, Robinson, University, Eastern Hillcrest, and Washington Street bikeways; and the San Diego River Trail: Carlton Oaks segment. Major construction milestones in FY 2020 will include opening a Coastal Rail Trail segment in the City of San Diego and initiating construction on segments of the Bayshore Bikeway, the North Park | Mid-City Bikeways, which includes Landis Bikeway and Georgia – Meade Bikeway, and the first segment of the Uptown Bikeways on Fourth and Fifth avenues. Completing the designs of additional high-priority urban bikeway projects in the North Park and Mid-City communities of the City of San Diego also is included in the Bike EAP.

State Route 125 Operations
SANDAG will continue operations and maintenance of the SR 125 toll road while controlling costs and meeting financial obligations. This year’s focus will include the continuation of the implementation of a new tolling system to support centralized operations for I-15, SR 125, SR 11/Otay Mesa East, and future priced facilities. Work also will continue to replace the aging roadway toll-collection system on SR 125 and to transition to a new technology that will enhance operational efficiency and meet the state’s new standard for interoperability. Pavement preservation design work on the SR 125 ramps that will meet the Americans with Disabilities Act curb ramp requirements also will continue in FY 2020.

Motorist Aid Services
SANDAG will continue with the implementation of the Call Box Right-Sizing Plan in FY 2020 and will work with Caltrans on signage permit approvals. In FY 2019, marketing and outreach were expanded, and they will continue to expand in FY 2020 to increase public awareness of the 511 Mobile Roadside Assistance service. The Freeway Service Patrol was expanded in FY 2019 to add two roving service trucks to provide midday service and weekend service on all corridors. This increased service will be funded by California Senate Bill 1 (SB 1) (Beall, 2017) gas tax revenue throughout the upcoming year.
Transportation Modeling and Data Management

In FY 2020, SANDAG staff will provide forecasts, models, and other information that informs coordinated planning processes across the San Diego region to stakeholders. Efforts that have been put into place as part of the Plan of Excellence related to data transparency, integrity, and quality will be continued and refined to ensure that reliable information is available in easy-to-understand and timely formats to decision-makers across the region. SANDAG staff will be actively involved in the development of the 2021 Regional Plan and other planning efforts through the application of forecast tools and the activity-based model in support of land use scenario evaluation, transportation network alternatives analysis, and the evaluation of performance measures. In addition, staff will work with others across the agency to ensure that the agency is at the forefront of data governance efforts that include business intelligence, data mining, and migration to the cloud.

Advancing 21st Century Mobility

In FY 2020, SANDAG staff and partner agencies will continue moving forward with plans and pilot projects that seek to move people more efficiently and sustainably through technology, service innovations, and partnerships. In FY 2019, SANDAG completed the Regional Mobility Hub Strategy and a Mid-Coast Corridor Mobility Hub Strategy. SANDAG also partnered with NCTD to develop and implement mobility hub pilot projects that will improve connections to COASTER and SPRINTER stations using on-demand shared mobility services. SANDAG continued the operation of the I-15 Integrated Corridor Management (ICM) System. ICM uses cutting-edge technology to operate and manage individual transportation systems as a unified network. It allows freeway, surface street, and transit networks to be managed together to improve mobility and maximize system efficiency.

iCommute

The iCommute program promotes transportation choices that reduce drive-alone trips and manage demand on the regional transportation system. In FY 2020, iCommute will continue to conduct outreach to regional employment centers, grow participation in the Regional Vanpool Program, support member agencies with expanding shared mobility and developing and implementing TDM plans and policies, and increase carpooling through an incentive program in partnership with Waze Carpool. Also, in FY 2020, the iCommute Program will focus on enhancing commuter services through technology improvements, completing installation of electric bike lockers available on demand at transit stations across the region, and coordinating mobility hub pilot projects in partnership with transit agencies and local jurisdictions.

Energy and Climate Change Planning

The Energy and Climate Change Planning Program will continue to implement measures identified in the 2015 Regional Plan to save energy, reduce greenhouse gas (GHG) emissions, and support climate adaptation planning. Emphasis in FY 2020 includes working with local jurisdictions to prepare, update, and monitor climate action plans; performing technical services and analyses such as updated GHG inventories and energy efficiency audits for local jurisdictions; monitoring and analyzing State policies, regulations, and activities; and leading and participating in regional climate planning, energy efficiency, and adaptation collaboratives and activities. FY 2020 also will feature completion of an Energy and Climate Programs Study for the 2021 Regional Plan; development and implementation of an Electric Vehicle Charging Station incentive program; completion of an interactive data portal to support regional climate planning efforts; and initiation of regional guidance documents to advance adaption planning in light of pending uncertainty related to climate change impacts, such as sea-level rise and increased wildfire.
Airport Connectivity Subcommittee Project
In FY 2019, SANDAG convened an Airport Connectivity Subcommittee, a temporary subcommittee appointed by the Board to oversee a multi-agency effort to identify future transportation solutions for improved transit and road connectivity to the San Diego International Airport. The subcommittee was to have ended its work in June 2019 with a consensus on the best transportation solution that works for every area of the region. Partners include SANDAG, City of San Diego, County of San Diego, MTS, NCTD, Port of San Diego, SDCRAA, and Caltrans District 11. The subcommittee is considering various options to site a “Grand Central Station” concept to house all modes of transportation and a people mover for internal airport transportation. In FY 2020, the finalized concept should move into the planning and design phase.