



401 B Street, Suite 800
 San Diego, CA 92101-4231
 (619) 699-1900
 Fax (619) 699-1905
 www.sandag.org

MEETING NOTICE AND AGENDA

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REGIONAL PLANNING TECHNICAL WORKING GROUP

The Regional Planning Technical Working Group may take action on any item appearing on this agenda.

Thursday, July 8, 2004

1:15 – 3:15 p.m.

SANDAG, Seventh Floor Conference Room
 401 B Street, Suite 800
 San Diego, CA 92101-4231

Committee Chair: Gail Goldberg, City of San Diego
 (619) 236-6361
 GGoldberg@SanDiego.gov

Staff Contact: Carolina Gregor
 (619) 699-1989
 cgr@sandag.org

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REGIONAL PLANNING TECHNICAL WORKING GROUP (TWG)

Thursday, July 8, 2004

The Regional Planning Technical Working Group may take action on any item appearing on this agenda.

Staff Contact: Carolina Gregor, (619) 699-1989; cgr@sandag.org

ITEM #	ACTION
1. WELCOME (Chair Gail Goldberg, City of San Diego)	
PUBLIC COMMENTS AND COMMUNICATIONS	
Members of the public will have the opportunity to address the Technical Working Group on any issue within the jurisdiction of the Working Group. Speakers are limited to three minutes each.	
CONSENT ITEM (Item 2)	
The Technical Working Group will take action on all items on the consent agenda without further discussion and with one vote unless an item is pulled by a Working Group member or by a member of the public for comment.	
2. SUMMARY OF JUNE 25, 2004 JOINT MEETING OF THE REGIONAL PLANNING COMMITTEE, THE TECHNICAL WORKING GROUP, AND THE STAKEHOLDERS WORKING GROUP (The minutes will be distributed at the meeting)	INFORMATION
REPORTS	
+ 3. REGIONAL HOUSING NEEDS ASSESSMENT/ HOUSING ELEMENT DISCUSSION (Susan Baldwin) (pp. 4-16)	DISCUSSION
A report will be made on the overall RHNA process and schedules, and related items, including draft allocation principles, housing element due dates, RHNA funding, and self-certification.	
+ 4. STATUS REPORT ON THE REGIONAL ENERGY PROGRAM (Rob Rundle) (pp. 17-21)	INFORMATION
In March 2004, SANDAG established a regional Energy Working Group (EWG) to advise the Regional Planning Committee and the SANDAG Board of Directors on regional energy issues related to the implementation of the Regional Energy Strategy and the Regional Comprehensive Plan. A progress report on the EWG will be provided.	

ITEM #

ACTION

+ 5. PRIORITIZING THE IMPLEMENTATION OF STRATEGIC INITIATIVES INCLUDED IN THE REGIONAL COMPREHENSIVE PLAN (Carolina Gregor) (pp. 22-27)

DISCUSSION

Attached are the Strategic Initiatives for Fiscal Years 2005 through 2009 included in the Regional Comprehensive Plan (RCP). Given local and regional agency budgets, resources, and work programs, the Working Group is requested to provide input on prioritizing the Strategic Initiatives listed for Fiscal Year 2005.

6. ADJOURNMENT AND UPCOMING MEETINGS

APPROVE

The next regularly-scheduled TWG meeting would be scheduled on Thursday, August 12, 2004. However, staff has identified several conflicts with that date, and instead proposes holding the next meeting on **Thursday, August 5, 2004 from 1:15 – 3:15 p.m.** The meeting would focus on RHNA issues, with the intent of requesting a recommendation from the TWG to the Regional Planning Committee.

Following the August meeting, the next meeting will be held on Thursday, September 9, 2004 from 1:15 – 3:15 p.m.

+ next to an agenda item indicates an attachment

July 8, 2004

TO: Regional Planning Technical Working Group
FROM: Susan Baldwin, SANDAG Staff
SUBJECT: Regional Housing Needs Assessment/Housing Element Discussion
ACTION: DISCUSSION

Introduction

The purpose of this agenda item is to discuss and solicit input from the Regional Planning Technical Working Group regarding a number of issues related to the Regional Housing Needs Assessment (RHNA) process and the upcoming housing element cycle for 2005-2010.

The issues discussed in this report include: the RHNA schedule, RHNA allocation principles and methodologies, the housing element due date and potential extension, the status of funding for reimbursements of costs for state-mandated programs (housing elements and RHNA process), housing element self-certification, and AB 2348 and potential SANDAG assistance on the land inventory/site identification part of the housing element.

Discussion

Regional Housing Needs Assessment (RHNA) Background

The Regional Housing Needs Working Group is an ad hoc working group formed to assist SANDAG in its work on the RHNA process. This Working Group is made up of members of the Regional Housing Task Force, Regional Planning Technical Working Group, and Regional Planning Stakeholders Working Group. The Working Group has been meeting to develop recommendations on the overall regional housing need number for the region, and the allocation of that number by jurisdiction and income category.

The group has reached consensus on using the lower of the two housing need determination numbers that the California Department of Housing and Community Development (HCD) provided to SANDAG in mid-September of 2003: 107,000 and 111,000. The 107,000 unit need is 18,000 units more than SANDAG's regional growth forecast of 89,000 units for the same time frame (January 1, 2003 – June 30, 2010) It is consistent with the RCP, which calls for the region to provide additional housing capacity to help address a number of quality of life issues facing the region.

The group has reviewed several alternative methodologies for allocating the regional housing need by jurisdiction and income category but has not yet reached consensus. The methodologies considered to date use factors such as projected housing growth, projected employment growth,

and share of multifamily units. Housing and employment growth data from SANDAG's adopted 2030 Cities/County Forecast are used in all the methodologies currently under consideration. Whichever methodology is chosen will cause some jurisdictions to need to make changes to their general plans and zoning ordinances to plan for more multifamily housing.

RHNA Schedule/Housing Element Due Date

State housing element law requires completion of the RHNA process by June 30, 2004, and completion of local housing element updates by June 30, 2005. This deadline reflects the one-year extension that local jurisdictions in the San Diego region (and the rest of the state) received with the passage of SB 491 (Ducheny) in July 2003. Because of issues related to the completion and adoption of the RCP, it appears that SANDAG will not be able to meet the June 30, 2004 deadline. Currently SANDAG staff is estimating that draft RHNA allocation numbers will be accepted by the SANDAG Board for distribution in October 2004, with adoption in January 2005 (following a 90-day public review period and assuming no appeals are filed). (See Attachment 1 for detailed schedule.)

The Regional Planning Technical Working Group should discuss the affect of this delay on the schedule for completing local housing element updates by June 2005. Many jurisdictions have been planning to undertake the housing element updates during the coming fiscal year (some in conjunction with an update of their HUD-required consolidated plans). Consideration should be given to whether the delay in providing the RHNA numbers will negatively affect the ability of local jurisdictions to complete their housing elements in a timely fashion. Some jurisdictions have communicated that this delay will not harm their ability to get their elements done in accordance with the current due date, while others have expressed concern regarding their ability to meet the deadline.

If jurisdictions want to pursue an extension of the due date, state legislation would be required. An author would need to be found and legislation would need to be passed in the near future to allow jurisdictions to schedule this work. Because of the previous extension granted, a further extension may be controversial. An extension of six months (to December 31, 2005) with no change in the cycle timeframe may be the least objectionable proposal. Under this scenario, if no appeals were made, jurisdictions would have the final numbers by the end of January – 11 (instead of 12 months) before the housing element due date.

As an alternative to an extension, consideration should be given to shortening the public review period for the draft RHNA numbers to complete the process earlier. Also, jurisdictions will have draft numbers in the fall, and have a preliminary range of draft numbers they can start working with now.

RHNA Allocation Principles and Methodologies

The Regional Housing Needs Working Group has been reviewing a number of allocation methodologies most of which have looked at tying the allocation of housing units to an employment growth factor. During its most recent RHNA process, the Association of Bay Area Governments (ABAG) adopted an allocation methodology that was based on the average of each local jurisdictions share of employment and residential growth – resulting in a 50/50 weighting of these two factors. This methodology ties the generation of employment to the location of and planning for housing. Staff looked at several modifications to this basic idea including the

consideration of each jurisdiction's share of multifamily housing. Planning principles reflected in the RCP. The proposed principles and guidelines that should be taken into account in the allocation of the region's housing need by jurisdiction and income category are included in Attachment 2, as is a table that compares several of the allocation alternatives by jurisdiction (Attachment 3).

The Technical Working Group should review and discuss the proposed principles and guidelines for allocating the region's housing needs and the comparison table.

Status of Funding for State-Mandated Housing Element Programs

The state is required to reimburse councils of governments (COGs) and local jurisdictions for the RHNA process and certain portions of the housing element that were added after the legislation requiring reimbursement of state mandates was passed.

The state budget proposes to fund the RHNA process for councils of governments and the state-mandated portions of housing element law with only \$1,000 for the coming year. This funding level is obviously inadequate to pay for the state-mandated portions of housing element law. SANDAG and the California Council of Governments (CALCOG) are looking for ways to ensure funding for the COG portion of the RHNA work. The \$1,000 funding of the state mandate is intended to keep the housing element mandate alive, and avoid suspending it as occurred in the 1990s. Local jurisdictions need to be aware of the current lack of funding of this mandate as they consider their options.

Housing Element Self-certification

SANDAG's pilot program for self-certification does not allow local jurisdictions to self-certify their 2010-15 housing elements due in June 2010. HCD's Housing Element Working Group has been considering a state-wide self-certification program during its deliberations on reforms to housing element law. Little progress has been made on developing a consensus regarding a statewide program.

The Technical Working Group should discuss whether SANDAG should pursue an extension of its self-certification pilot program. Self-certification allows local jurisdictions to certify their own housing elements without HCD review if they have met criteria which include production goals for extremely low, very low, and low income housing. It provides an incentive to produce affordable housing and emphasizes the actual production of housing in addition to planning for housing through the site identification process. Based on the discussions that have occurred at the state level, extension of SANDAG's pilot program would likely require additional criteria for self-certification, and could face opposition from various interest groups including the building industry which views production goals as promoting inclusionary zoning.

AB 2348 - Land Inventory Requirements

AB 2348 (Mullin) is one of two bills (the other being AB 2158 which focuses on the RHNA process) that came out of HCD's Housing Element Working Group in which SANDAG participated. One of the key focuses of AB 2348 is the land inventory requirement in housing element law. AB 2348 provides a detailed process for doing the land inventory whose purpose is to identify the housing capacity of

each local jurisdiction. Several local jurisdiction staff have asked whether SANDAG could assist them in this aspect of their housing element preparation.

The Technical Working Group should discuss AB 2348 and the potential for SANDAG assistance in the land inventory portion of their housing elements.

Attachments

Revised Regional Housing Needs Assessment (RHNA) Schedule

July 2	Regional Planning Committee (RPC) RHNA update
July 8	Regional Planning Technical Working Group (RPTWG) discussion of RHNA and housing element-related issues
July/August	Regional Housing Needs Working Group discussion of allocation alternatives/recommendation to Regional Planning Technical Working Group (RPTWG) and Regional Housing Task Force (RHTF)
August 19	RPTWG recommendation to RPC
August 26	Regional Housing Task Force recommendation to RPC
September 3	RPC recommendation to SANDAG Board
Sept. – Oct.	SANDAG Board accept draft RHNA numbers for distribution
Oct. – Dec.	90-day public review of draft RHNA numbers (consider shorter public review period, e.g. 60 days)
January 2005	Final RHNA approval

Regional Housing Need Allocation Principles/Guidelines

The following principles and guidelines should be taken into account when allocating the region's housing needs by jurisdiction and income category.

State Housing Element Law

1. Allocation should take into account:
 - a. Market demand for housing
 - b. Employment opportunities
 - c. Availability of suitable sites and public facilities
 - d. Commuting patterns
 - e. Type and tenure of housing need
 - f. Loss of units in assisted developments
 - g. Farmworker housing need

(Note: The majority of these factors were included in the development of the 2030 Cities/ County Forecast.)

2. The distribution shall seek to reduce the concentration of lower income households in cities or counties which already have disproportionately high proportions of lower income households.

Attorney General's Opinion

A council of governments must consider the availability of suitable housing sites based not only upon the existing zoning ordinances and land use restrictions of the locality but also based upon the potential for increased residential development under alternative zoning ordinances and land use restrictions when determining a locality's share of the regional housing needs.

Draft Regional Comprehensive Plan Goals and Policy Objectives

1. Focus future population and job growth away from rural areas and closer to existing and planned job centers and public facilities. (Urban Form Chapter)
2. Integrate the development of land use with that of transportation, recognizing the interdependence of these two activities. (Urban Form Chapter)
3. Provide a variety of affordable and quality housing choices for people of all income levels and abilities throughout the region. (Housing Chapter)
4. Integrate housing with jobs, transit, schools, recreation, and services, creating more livable neighborhoods and diverse mixed use communities. (Housing Chapter)
5. Provide an adequate supply of housing for our region's workforce to minimize interregional and long distance commuting. (Housing Chapter)
6. Achieve a better mix of, and accessibility to, jobs and housing throughout our international and interregional borders, and with the tribal governments. (Borders Chapter)
7. Encourage better job accessibility in housing-rich areas and housing accessibility in jobs-rich areas in our greater binational and interregional area. (Borders Chapter)

Table 1
2003 - 2010 ALLOCATION METHODOLOGY COMPARISON
May 24, 2004

	METHODOLOGIES				Forecast	Past Allocation
	A	B	C	D		
Jurisdiction	ABAG 50/50	Apply ABAG with lower of 25/75 ratio or 75/25 ratio, allocate remainder based upon share	ABAG 50/50 with Multifamily Adjustment Factor ¹ , County excluded from Multifamily Adjustment ²	ABAG 50/50 with Multifamily Adjustment Factor ¹ , Multifamily in County adjusted to Spring Valley MF Share	2003 - 2010 Forecast, adjusted up to 107,000	1999 - 2004 Allocation (Adjusted from 5 year to 7.5 Year)
Carlsbad	7,326	7,112	7,578	7,230	9,135	9,321
Chula Vista	11,592	9,400	12,440	11,716	19,899	15,602
Coronado	96	91	90	89	51	120
Del Mar	45	36	44	44	17	35
El Cajon	779	743	722	716	533	1,214
Encinitas	1,697	1,780	1,793	1,720	1,793	2,376
Escondido	2,451	2,839	2,492	2,414	2,452	3,905
Imperial Beach	200	148	192	193	36	143
La Mesa	377	405	346	340	389	1,040
Lemon Grove	222	247	257	249	242	737
National City	288	318	263	257	321	567
Oceanside	5,337	5,254	5,512	5,265	7,015	10,172
Poway	2,123	1,717	2,553	2,516	805	1,076
San Diego	54,270	56,603	50,718	49,872	41,904	59,678
San Marcos	4,914	4,454	6,613	6,242	7,007	5,501
Santee	729	700	835	817	541	4,037
Solana Beach	290	204	281	283	53	158
Vista	3,133	2,852	3,140	3,107	1,824	4,116
Unincorporated	11,131	12,096	11,131	13,930	12,983	23,427
Region	107,000	107,000	107,000	107,000	107,000	143,219

1. Multifamily housing includes single family attached housing.
2. Unincorporated Area held at ABAG 50/50 Allocation (11,131 units)

Attachment 4 to this Agenda Item may be obtained by clicking below.

[Bill Number: AB 2348 Amended](#)

July 8, 2004

TO: Regional Planning Technical Working Group
FROM: Rob Rundle, SANDAG Staff
SUBJECT: Energy Working Group – Status Report
ACTION: INFORMATION

Introduction

In December 2003, the SANDAG Board of Directors established the Energy Working Group (EWG), which advises the Regional Planning Committee on issues related to the coordination and implementation of the San Diego Regional Energy Strategy adopted by the Board of Directors in July 2003. The working group consists of elected officials from the San Diego region as well as stakeholders representing business, energy, environment, economy, education, and consumer interests (Attachment 1). This report is being presented to the Regional Planning Technical Working Group for your information.

Discussion

The EWG has been meeting monthly since March 2004 and started to develop a work plan and operating structure. On June 11, 2004 the EWG held a day-long retreat to identify their priorities, reevaluate Regional Energy Strategy Goals, and establish subcommittees to help define issues to be addressed by the EWG. The role of the four subcommittees was defined as:

1. Public Policy, This subcommittee is responsible for tracking legislation and regulatory processes at the California Public Utilities Commission, the California Energy Commission as well as bills at the state and federal level. The Public Policy Subcommittee will prioritize issues that are important to the San Diego Region and present issues to the EWG for consideration.
2. Resource Planning – Demand Side, This subcommittee is responsible for identifying resource planning issues related to the customer side of energy use including renewable resources and distributed generation (distributed generation involves small amounts of generation located on a utility's distribution system for purposes of meeting local peak loads or displacing the need to build additional local distribution lines).
3. Resource Planning – Supply Side, This subcommittee is responsible for identifying resource planning issues related to the procurement and development of energy facilities (including generation and transmission).

4. Funding, The primary objective of this subcommittee is identifying a long-term funding source to sustain the energy working group. SANDAG has allocated limited funding to initiate the EWG with the understanding that a permanent funding source would have to be identified to continue this work in SANDAG's Overall Work Program.

In addition, the EWG has began discussions regarding important energy issues that affect the region such as the long-term administration of Public Goods Charge Energy Efficiency funds, San Diego Gas and Electric's (SDG&E) General Rate Case, and SDG&E's request for proposals for new, local power resources by 2005. The complexity of the issues discussed by the EWG necessitated the subcommittee structure to provide a mechanism for vetting issues that are important to the region's energy and economic future. Currently, the EWG is comparing SDG&E's Long Term Resource Plan with the Regional Energy Strategy to determine the need for a single coordinated plan.

All of these issues have short- and long-term consequences to businesses and residents in the San Diego region and the purpose of the Energy Working Group is to provide a forum for regional stakeholders and policymakers to discuss these issues and make recommendation to the Regional Planning Committee and the SANDAG Board of Directors.

As mentioned above, the EWG has been discussing a proceeding currently awaiting decision at the CPUC regarding the future administrative structure of the Public Goods Charge Energy Efficiency funds. These funds are paid by ratepayers and fund energy efficiency programs in the region. Currently 80 percent of the funds are administered and implemented by SDG&E and the remaining 20 percent are administered by the CPUC and implemented by non-utility entities, such as the San Diego Regional Energy Office. Five proposals were submitted to the CPUC for consideration and the EWG has reviewed and discussed the proposed administrative structures. Though the EWG did not take a position on a particular proposal, they are recommending that the RPC recommend to the SANDAG Board of Directors to submit comments on proposals being considered by the CPUC (Attachment 2).

Attachments

ENERGY WORKING GROUP MEMBERS AND AFFILIATION

Representative

Hon. Henry Abarbanel*, City of Del Mar Councilmember
 Hon. Art Madrid*, City of La Mesa Mayor
 Hon. Robert Campbell, City of Vista Councilmember
 Hon. Mary Salas, City of Chula Vista Councilmember
 Hon. Michael Zucchet, City of San Diego Councilmember
 Vacant

Bud Irvin
 Jesse Dixon (Alternate)
 Jim Callaghan, Qualcomm
 Alan Ball (Alternate), Qualcomm
 Steve Zolezzi, S.D Food and Beverage Assoc.
 Albert Huang, Environmental Health Coalition
 Skip Fralick, Sierra Club
 Steve Hoffman, NRG
 Ramsey Green (Alternate)
 Irene Stillings
 Scott Anders (Alternate)
 Alan Sweedler, SDSU
 Rick Van Schoik (Alternate), SDSU
 Jerry Butkiewicz, S.D.-Imp. Labor Council
 Bob Resley, SDG&E
 Frank Urtasun (Alternate), SDG&E
 Bill Hays, SDUPD
 Michael Shames, UCAN
 Ralph Torres, Navy
 Ron Mittag, North San Diego EDC

*EWG co-chair

Representing

North County Coastal Cities
 East Suburban Cities
 North County Inland Cities
 South Bay Cities
 City of San Diego
 County of San Diego

San Diego County Water Authority
 San Diego County Water Authority
 Large Business
 Large Business
 Small Business
 Environment
 Environment
 S.D. Regional Chamber of Commerce
 S.D. Regional Chamber of Commerce
 San Diego Regional Energy Office
 San Diego Regional Energy Office
 Higher Education
 Higher Education
 Labor
 San Diego Gas & Electric
 San Diego Gas & Electric
 Port of San Diego
 Consumer Advocate
 Department of Defense
 Economic Development

July 24, 2004

California Public Utilities Commission
PUC State Building
505 Van Ness, 4th Floor
San Francisco, CA 94102

Dear President Peevey and Commissioners,

The San Diego Association of Governments (SANDAG) has recently been made aware that the California Public Utilities Commission (CPUC) is reviewing proceeding R.01-08-028 regarding a statewide structure for application and administration of Public Goods Funds, with a decision anticipated in August 2004. The purpose of this letter is to convey to the CPUC that SANDAG, which represents all 18 cities and the County of San Diego, considers energy planning in general, and the application and administration of Public Goods Charges (PGC) specifically, as a critical element to an effective energy plan. SANDAG is aware that the CPUC has not been informed of its recent effort to develop an energy strategy and action plan for the San Diego region. This letter will describe those efforts and also, briefly outline our recent efforts to develop an energy plan that addresses the energy needs of the region as well as compliments the actions of the State pertaining to the delivery of energy.

Currently, more than \$37 million in Public Goods Charges are collected annually for energy efficiency programs from ratepayers in the SDG&E territory, comprised primarily of the 19 agencies that makeup SANDAG. As indicated above, SANDAG has developed an energy strategy that addresses local generation and infrastructure needs required to enhance energy reliability and complement the development of renewable energy for the San Diego County region. A component of that plan is the utilization and administration of the PGC dollars, a current topic of discussion of the SANDAG Energy Working Group. As a group, SANDAG is keenly interested in the development of a PGC program that embodies the following principles:

- Local energy efficiency programs should be consistent with the guidelines established by the CPUC.
- The administrator should not be eligible to apply for, and implement, PGC programs. This separation of duties will prevent the administrator's inherent bias toward its own programs from potentially preventing the implementation of programs that reflect the desires/needs of the region.
- The PGC program should be administered without incentives to the local administrator, thus enhancing the availability of funds for new and innovative programs.
- The PGC program should be administered by a regional entity whose mission is closely aligned with the goals of energy conservation, energy efficiency and energy education. The San Diego region is unique in the state because the investor-owned utility's service territory is closely aligned with the jurisdictional boundaries of the county and creates the opportunity for the implementation of innovative approaches that positively impact the region's, if not the State's, energy problems.

- A strong local involvement in decisions about administration and implementation of PGC programs, including accountability that reflects the energy needs of the local communities. Such accountability will ensure that the best energy efficiency programs are being implemented in, and reflect the needs of, the San Diego region. This can only be done by integrating local decision makers and stakeholders, most familiar with local needs, into the program planning and delivery process.

SANDAG has a working transportation funding model that reflects many of the principles outlined above and has proven successful and responsive to local needs. A similar model is one option that could be used to implement PGC programs.

Although not the subject of this letter, SANDAG has also completed a Regional Energy and Infrastructure Study and Regional Energy Strategy that address the energy and infrastructure needs of the San Diego Region now and through 2030. This was accomplished through a collaborative process that included representatives of the local municipalities, large and small business, environmental groups, educators, San Diego Gas & Electric, and the public. The Study was adopted in July 2003. The SANDAG Energy Working Group is meeting to determine how to best implement that strategy. The Study addresses a wide variety of issues including energy efficiency programs, the repowering of two existing generating facilities, the construction of two new generating facilities, the construction of new, local transmission facilities, the reduction on the reliance of transmitted energy, the development of renewables, the implementation of energy conservation measures and more. It is a comprehensive strategy that reflects local energy needs and calls for a comprehensive planning and implementation program that is sensitive to the environment and while addressing local energy requirements. It is our hope that this brief description will entice the CPUC to want to know more about the Study when creating energy policy that affects the San Diego region.

On behalf of the agencies that makeup the San Diego Association of Governments I would like to underscore our local energy policies. I hope this letter demonstrates our region's commitment to energy planning, and the added value the region is prepared to bring to the administration and implementation of Public Goods Charge programs, based upon the principles listed above. Thank you in advance for your efforts on our behalf and for considering this letter in your deliberations regarding the Public Goods programs.

Sincerely,

HON. MICKEY CAFAGNA
Chairman, SANDAG Board of Directors

STRATEGIC INITIATIVES

ABBREVIATIONS FOR LEAD AGENCIES AND OTHER PARTICIPANTS

EA	Early Actions	CPUC	California Public Utilities Commission
S-LU	SANDAG Land Use and Environmental Planning Division	DHS	Department of Homeland Security
S-TP	SANDAG Transportation Planning Division	EDC	Economic Development Corporations
S-B	SANDAG Borders Division	EWG	SANDAG Energy Working Group
S-Econ	SANDAG Chief Economist	IOU	Investor Owned Utilities
S-MM	SANDAG Mobility Management and Project Implementation Department	IRP	Interregional Partnership
S-TS	SANDAG Technical Services Department	LAFCO	San Diego Local Agency Formation Commission
S-Leg	SANDAG Legislative Program	MEX	Mexican agencies, as identified in consultation with the Mexican Consul General
S-AFC	SANDAG Administration, Finance, and Communications	NGOs	Nongovernmental Organizations
APCD	San Diego Air Pollution Control District	Port	Unified Port of San Diego
BEIG	Border Energy Infrastructure Group	PS	Private Sector
CIWMB	California Integrated Waste Management Board	SDG&E	San Diego Gas and Electric
CEC	California Energy Commission	SDREO	San Diego Regional Energy Office
		Water Authority	San Diego County Water Authority
		WRCOG	Western Riverside Council of Governments

	CATEGORY Strategic Initiative Project / Activity	LEAD AGENCIES*	OTHER PARTICIPANTS*	START DATE & DURATION BY FISCAL YEAR					
				04	05	06	07	08	09
1	LAND USE / TRANSPORTATION								
1.1	Smart Growth Planning Program								
EA	a. Develop Smart Growth Area (SGA) Concept Map and incorporate into RCP as Addendum	S-LU	S-TP, S-MM, County, cities, SWG, Caltrans		■				
	b. Revise SANDAG's "Transportation Project Evaluation Criteria" to consolidate transportation project categories, to incorporate land use-related criteria, and to provide incentives for smart growth where appropriate	S-TP, S-MM	S-LU, S-Econ, County, cities, SWG, Caltrans		■				

CATEGORY Strategic Initiative Project / Activity	LEAD AGENCIES*	OTHER PARTICIPANTS*	START DATE & DURATION BY FISCAL YEAR					
			04	05	06	07	08	09
c. Develop and implement the Smart Growth Incentive Program as funding becomes available	S-LU	S-TP, S-MM, County, cities, Caltrans		■	■	■	■	■
d. Develop and initiate smart growth community education program	S-LU	County, cities, Caltrans, C-3, AIA, ULI, APA, WTS, Others		■	■			
1.2 Smart Growth Urban Design Guidelines								
a. Monitor and update information on Smart Growth trip generation rates	S-MM, S-TS	S-LU, County, cities		■	■	■	■	■
b. Prepare Smart Growth Parking Guidelines	S-MM	S-LU, S-TS, County, cities, Caltrans			■	■		
c. Prepare Urban Design Best Practices Manual which addresses:	S-LU	S-TP, S-MM, County, cities, AIA, County Board of Education, school districts, others		■	■			
▪ Transportation design guidelines for SGAs								
▪ Transit facility guidelines for new development								
▪ Guidelines for public/private partnerships to fund enhanced transit facilities								
▪ Crime prevention								
▪ Universal design and accessibility								
▪ Bike and pedestrian access, and other urban design issues								
▪ Guidelines for schools in urbanized areas, and guidelines for joint use of school and park facilities in smart growth areas								

CATEGORY Strategic Initiative Project / Activity	LEAD AGENCIES*	OTHER PARTICIPANTS*	START DATE & DURATION BY FISCAL YEAR					
			04	05	06	07	08	09
1.3 Subregional Transportation / Land Use Planning Program								
a. Prepare selected corridor and subarea studies consistent with the guidelines outlined in Table 9.2 (includes subregional analyses of jobs and housing for effects on regional and subregional travel)	S-TP	S-MM, S-LU, County, cities, Caltrans		■	■	■	■	■
1.4 Updated Growth and Development Forecast								
a. Prepare updated growth and development forecast, based on transportation / land use priorities from RCP as reflected in local general plans, to provide a guide for service providers	S-TS	S-LU, S-TP, S-Econ, County, cities		■	■	■		
1.5 Regional Transportation Plan Update								
a. Incorporate RCP's smart growth goals and policy objectives into the Regional Transportation Plan during the next RTP update	S-TP	S-LU, County, cities, Caltrans		■	■	■		
b. Identify transportation improvement needs at inter-modal connection points at key locations	S-TP	S-LU, County, cities, Caltrans		■	■	■	■	■
c. Develop plans for regional airport	Airport Authority	S-TP, S-Econ, County, cities		■	■	■	■	■
▪ Improve access to international and domestic markets at regional airport facilities.	Airport Authority	S-TP		■	■	■	■	■
▪ Address multi-modal access for existing or new regional airport	Airport Authority	S-TP, County, cities, Caltrans		■	■	■	■	■

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d. Address multi-modal access to other goods movement centers	S-TP	Port of SD, County, cities, Caltrans		■	■	■	■	■
e. Address relationship of intercity conventional rail and interregional high speed rail service to RTP plan objectives, and amend plan as appropriate	S-TP	S-Econ, County, cities, Caltrans		■	■	■	■	■
1.6 Transportation Implementation Programs / Project Development								
a. Develop strategy for completing the regionally significant arterials in the 2030 Mobility Network	S-MM	S-TP, County, cities, Caltrans		■	■			
b. Ensure that appropriate transportation projects incorporate pedestrian and bicycle access	S-MM	S-LU, County, cities, Caltrans		■	■	■	■	■
c. Develop and implement local and regional strategies for Transportation Demand Management (TDM)	S-MM	County, cities, Caltrans		■	■	■	■	■
d. Develop and implement local and regional strategies for Transportation Systems Management (TSM)	S-MM	S-TP, County, cities, Caltrans		■	■	■	■	■
e. Develop guidelines for use of integrated systems management programs that facilitate transit use, car sharing, shuttle services, bike lockers, and other programs for transit stations/ activity centers	S-MM	S-TP, Caltrans, MTS, NCTD			■			
f. Update annual Short-Range Transit Plan (ensure transit is accessible, available, and affordable)	S-TP	S-LU, County, cities, Caltrans, MTS, NCTD		■	■	■	■	■
g. Implement special transit programs for seniors and persons with disabilities	S-TP	cities, County, MTS, NCTD		■	■	■	■	■

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	h. Plan, define, obtain environmental clearance, design, and implement select transit, highway, and managed lane projects included in the RTP.	S-TP, S-MM	S-LU, County, cities, Caltrans, MTS, NCTD		■	■	■	■	■
1.7	Regional Transportation Funding Program								
EA	a. Develop and implement regional funding program for 2030 Mobility Network (Including finishing <i>TransNet</i> Expenditure Plan)	S-AFC	S-TP, S-Econ, S-MM, S-LU, County, cities, Caltrans, regional interests, MTS, NCTD	■	■	■	■		
EA	b. Evaluate use of transportation development impact funding	S-AFC, S-Econ	S-LU, S-TP, County, cities, Caltrans, regional interests, developers	■					
	c. Evaluate use of transportation user fees/ private investment funding	S-Econ	S-TP, County, cities, developers, others			■			
1.8	Local Smart Growth Implementation								
	a. Incorporate smart growth concepts into local plans and policies, and process development projects in conformance with the plans	County, cities	S-LU, S-TP, S-Econ, EDC's		■	■	■	■	■
2	HOUSING								
2.1	Regional Housing Needs Allocation Update								
EA	a. Utilize policy objectives in draft RCP Regional Planning and Policy Framework, Urban Form, Transportation and Housing Chapters to guide preparation of draft Regional Housing Needs Assessment process	S-LU	S-Econ, County, cities, non-profits	■	■				

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EA	b. Adopt updated Regional Housing Needs Assessment process	S-LU	County, cities	■	■				
2.2	Regional Housing Implementation Programs								
	a. Hold forums on local and regional housing planning issues	S-LU, S-Econ	County, cities, non-profits		■	■	■	■	■
	b. Implement affordable housing public education program	S-LU	County, cities, non-profits		■	■	■	■	■
	c. Explore moderate income housing incentives, e.g., location-efficient mortgages, employer assisted housing programs	S-LU, S-B	County, cities, state, federal			■	■		
2.3	Local Housing Planning and Implementation Programs								
	a. Update general plan housing and land use elements and zoning to reflect updated regional housing needs allocations and address other regional and local housing policy issues	County, cities	Coastal Commission		■	■	■		
	▪ Identify and rezone appropriate sites for new housing close to public transit, employment, and other services	County, cities	S-TS, S-LU		■	■	■	■	■
	▪ Identify underutilized sites for housing, such as vacant and/or deteriorated shopping centers	County, cities	S-LU, S-TS		■	■	■	■	■
	▪ Identify and rezone sites for special needs housing	County, cities	S-TS, S-LU		■	■	■	■	■
	▪ Develop and implement local affordable housing programs and incentives	County, cities	S-LU		■	■	■	■	■

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▪ Develop and implement housing conservation and rehabilitation programs	County, cities	State, Federal		■	■	■	■	■
▪ Implement homeownership programs	County, cities	State, Federal		■	■	■	■	■
▪ Provide replacement housing as redevelopment / infill development occurs	County, cities			■	■	■	■	■
▪ Ensure efficient use of existing housing funds	County, cities			■	■	■	■	■
▪ Develop new funding programs for affordable housing	County, cities	State, federal		■	■	■	■	■
b. Develop guidelines for incorporating “green building” techniques and universal design principles for accessibility into new and existing housing	S-LU, County, cities	State, Federal			■	■		
c. Develop and implement programs to eliminate environmental and health hazards in existing housing	County, cities	Environmental Health Coalition, State, Federal			■	■		
3 HEALTHY ENVIRONMENT/ NATURAL HABITATS								
3.1 Regional Habitat Management Program								
EA a. Develop regional habitat funding program	S-LU, S-Econ, S-AFC	S-MM, County, cities, USFWS, DFG	■	■	■	■		
b. Develop and implement regional habitat management and monitoring plan	S-LU	County, cities, USFWS, DFG, S-MM		■	■	■	■	■
c. Coordinate regional habitat monitoring databases	S-LU	County, cities, USFWS, DFG		■	■	■	■	■

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d. Prepare guidelines for protecting natural habitats in urbanized areas, and for use of native vegetation in urban landscapes	S-LU	S-MM, County, cities			■			
e. Prepare fire management strategies compatible with the preservation of biological resources.	County, cities	USFWS, DFG, S-LU	■	■	■	■	■	■
f. Coordinate the planning of future transportation and wildlife corridors	S-LU, S-TR	County, cities, Caltrans	■	■	■	■	■	■
4 HEALTHY ENVIRONMENT / WATER QUALITY								
4.1 Regional Water Quality Management Program								
a. Evaluate Water Quality Best Management Practices, and revise programs as needed	County, cities, RWQCB	Caltrans		■	■	■	■	■
b. Develop and implement a watershed-based water quality planning process	County, cities, RWQCB	S-LU, S-MM, Caltrans		■	■	■	■	■
c. Develop and maintain water quality assessment database	County, cities, RWQCB	S-TS		■	■	■	■	■
d. Continue to implement water quality public education programs	County, cities, RWQCB			■	■	■	■	■
e. Prepare urban runoff design guidelines	County, cities, RWQCB	S-LU		■	■			
f. Develop regional funding program for water quality planning and implementation	S-Econ, County, cities, RWQCB	S-LU			■	■		

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5	HEALTHY ENVIRONMENT / SHORELINE PRESERVATION								
5.1	Regional Shoreline Preservation Program								
	a. Evaluate opportunities for beach sand natural systems restoration	S-LU, Coastal cities	Shoreline Preservation Committee	■	■	■	■	■	
	b. Develop and implement near-shore habitat conservation plan	S-LU, Coastal cities	Shoreline Preservation Committee		■	■	■	■	
	c. Continue to implement and improve existing beach sand replenishment programs	S-LU, Coastal cities	Shoreline Preservation Committee	■	■	■	■	■	
	d. Develop regional funding program for beach sand replenishment and other shoreline preservation activities	S-LU	County, cities, Shoreline Preservation Committee	■	■	■	■	■	
6	HEALTHY ENVIRONMENT / AIR QUALITY								
6.1	Regional Air Quality Management Program								
	a. Continue to update and implement Regional Air Quality Strategy	APCD	S-TP, County, cities	■	■	■	■	■	
	b. Continue to implement strategies to reduce industrial air pollution and other stationary sources	APCD	County, cities	■	■	■	■	■	
7	ECONOMIC DEVELOPMENT								
7.1	Regional Economic Development Program								
	a. Expand access to international trade infrastructure.	S-Econ, S-TP, Regional Airport Authority, Port, Caltrans	EDC's, Other Regional Infrastructure Providers	■	■	■	■	■	

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b. Develop and implement workforce training and development programs consistent with the economic goals and objectives of the Regional Economic Prosperity Strategy.	Workforce Development and Training Agencies	S-Econ, community colleges, trade schools, unions		■	■	■	■	■
c. Continue to update and implement the Regional Economic Prosperity Strategy and address major economic development infrastructure needs.	S-Econ, EDC's	Members of Economic Prosperity Advisory Committee		■	■			
d. Develop and implement state-local fiscal reform proposal that reflects regional consensus on these issues.	S-Econ, County, cities	S-LU, State of California		■	■			
e. Update regional employment and residential lands inventory and compare to RTIP expenditures.	S-Econ, EDC's	BIA, County, cities, Industrial Land Users		■	■			
f. Implement programs to attract venture capital resources to the region.	EDC's, Regional Technology Alliance, Chambers of Commerce, UCSD Connect	S-Econ		■	■	■	■	■
g. Conduct regional review of regulatory barriers and implement improvements as needed.	EDC's	S-Econ, County, citites, Industrial Land Users		■	■		■	■
8	PUBLIC FACILITIES / WATER SUPPLY							
8.1	Regional Water Supply Plans and Programs							
a. Update and implement regional water supply and facility plans	Water Authority	Local water districts and agencies		■	■	■	■	■
b. Develop seawater desalination facilities to serve the region, and coordinate with bi-national and interregional areas to expand development of seawater desalination	Water Authority	Carlsbad		■	■	■	■	■

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c. Implement water conservation programs and related public education efforts	Water Authority	Local water districts and agencies		■	■	■	■	■
d. Develop funding program for local water conservation activities	Water Authority	Local water districts and agencies		■	■	■	■	■
e. Continue to develop funding programs for regional water projects	Water Authority	Local water districts and agencies		■	■	■	■	■
f. Seek funding for bi-national and interregional water projects	Water Authority, S-B	Local water districts and agencies		■	■	■	■	■
9	PUBLIC FACILITIES / ENERGY							
9.1	Regional Energy Strategy Implementation							
a. Coordinate planning and updating of Regional Energy Strategy	S-LU	SDREO, SDG&E, IOU's, County, cities, State CEC, Energy Working Group		■	■	■	■	■
b. Develop renewable energy resource projects	IOU's, SDREO, SDG&E, BEIG	S-LU, County, cities, EWG		■	■	■	■	■
c. Increase use of renewable energy resources throughout the bi-national and interregional area	S-B, IOU's, SDREO, BEIG	EWG		■	■	■	■	■
d. Develop energy generation and transmission facilities	SDREO, SDG&E, IOU's	S-LU, CPUC, EWG, CEC		■	■	■	■	■
e. Develop and implement energy conservation programs	SDREO, IOU's, SDG&E	S-LU, CPUC, EWG, CEC		■	■	■	■	■
f. Develop guidelines and incentives for energy-efficient building design	SDREO, Cities, County, State	S-LU, EWG		■	■	■	■	■

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g. Develop programs promoting energy-efficient vehicles and necessary transportation-related infrastructure	APCD	S-LU, S-TP, Caltrans, cities, County				■	■	■
10 PUBLIC FACILITIES / WASTE MANAGEMENT								
10.1 Regional Solid Waste Management Program								
a. Implement County Integrated Waste Management Plan, including Siting Element and funding strategies	County	County, cities, CIWMB		■	■	■	■	■
b. Implement solid waste recycling programs	County	Cities, service providers		■	■	■	■	■
11 BORDERS								
11.1 Borders Comprehensive Project								
a. Continue to strengthen existing, and develop new, partnerships with neighboring jurisdictions and tribal governments from a binational and interregional perspective	S-B	Caltrans, WRCOG, MEX, Tribal Governments		■	■	■	■	■
11.2 I-15 Interregional Partnership (Western Riverside)								
a. Continue partnership to address planning issues with an emphasis on transportation, jobs/housing, and energy	S-B	S-LU, S-TP, S-MM, Caltrans		■				
b. Implement the I-15 IRP short- and long-range housing and transportation strategies	S-B	S-LU, S-TP, S-MM, Caltrans		■	■	■	■	■

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c. Contingent upon funding, implement a joint economic cluster analysis study for San Diego and Western Riverside		Caltrans		■				
11.3 Imperial County								
a. Strengthen collaboration with elected officials in Imperial County to develop an interregional partnership to address regional planning issues with a focus on: transportation, access to jobs/housing, and homeland security.	S-B	S-MM, S-TP, S-LU, Caltrans		■				
11.4 Tribal Governments								
a. Expand communication and coordination with tribal governments regarding regional planning issues.	S-B	S-LU, S-Econ		■	■	■	■	■
b. Work with tribal governments, Caltrans, and County of San Diego to assess and propose solutions to reservation transportation needs	S-B	S-TP, County, Caltrans		■	■			
11.5 Mexico								
a. Create a partnership with the Republic of Mexico to address binational border planning issues with a focus on: transportation and infrastructure; energy/water; homeland security; and the environment.	S-B, S-LU	S-TP, S-MM, Caltrans, MEX		■				
b. Continue to support the Border Energy Issues Group (BEIG) as a forum for discussion and development of strategies regarding binational energy issues	S-B	S-LU, MEX, EWG		■	■	■	■	■

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c. Facilitate a dialogue among jurisdictions and agencies to maximize border region water resources through diversification strategies	Water Authority; LAFCO; S-B	MEX		■	■	■	■	■
d. Monitor progress on the implementation of security measures that protect our binational border, while enabling the growth of a prosperous economy within the greater border region (ie. SENTRI and FAST lanes at POE, USVISIT Program, etc.)	S-B	Caltrans, DHS, Chambers of Commerce		■	■	■	■	■
e. Establish a dialogue with the Republic of Mexico to link habitat corridors within San Diego County and the Baja California region to create interregional and international preserve systems.	S-B, S-LU	NGOs, Conservancies		■	■	■		
12 INTEGRATED REGIONAL INFRASTRUCTURE STRATEGY								
12.1 IRIS Implementation								
a. Develop guidelines for linking annual expenditures of capital improvement programs to the long term goals of facility master plans that incorporate RCP goals.	S-Econ, S-LU	LAFCO, service providers, S-MM			■	■	■	■
b. Promote coordination of plans and capital investments between local jurisdictions and infrastructure providers. Utilize Memorandums of Understanding (MOU) or compacts where appropriate.	County, cities, S-Econ, S-LU	LAFCO, service providers, S-MM, MTS, NCTD			■	■	■	■

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c. Implement demand and systems management strategies to maximize efficient service provision.	County, cities, service providers	S-TP, S-LU, S-Econ, S-MM		■	■	■	■	■
d. Secure stable funding sources for all local services. Utilize user fees to fund local services whenever possible.	County, cities, service providers	S-Econ, S-LU		■	■	■	■	■
e. Support legislation that reduces voter requirement for bond approval to 55%.	State, local governments	S-Econ				■	■	■
12.2 Strategic Initiatives for Specific Infrastructure Providers								
a. Develop and adopt contingency funding plan to upgrade Point Loma Wastewater Treatment Plant.	City of San Diego							
b. Seek bond funding for K-12 school renovation and expansion.	School districts	S-Econ		■	■	■	■	■
c. Identify joint-use opportunities and collaborate to expand or improve schools in existing urbanized areas.	School districts, local jurisdictions	S-LU			■	■	■	■
d. Seek fair share of state funding for community colleges in San Diego region.	Community college districts			■	■	■	■	■
e. Seek bond funding for community college renovation and expansion.	Community college districts			■	■	■	■	■
13 OTHER								
13.1 Intergovernmental Review Program								
a. Implement enhanced environmental review of large-scale projects for consistency with RCP, RTP, and CMP, provisions, including social equity considerations	S-LU	S-MM, S-TP, S-B, County, cities, Caltrans, MTS, NCTD, stakeholders		■	■	■	■	■

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b. Develop social equity guidelines for large-scale projects that will address applicable RCP policy objectives in areas such as transportation, housing, air quality, water supply, water quality, energy, and solid waste	S-LU	S-TP, S-B, S-TS County, cities, Caltrans, MTS, NCTD, stakeholders, APCD, Water Authority, Local water districts and agencies			■	■		
13.2 RCP Performance Monitoring Program								
a. Implement RCP performance monitoring program	S-Econ, S-TS, S-LU	S-TP, S-MM		■	■	■	■	■
13.3 RCP Public Participation Program								
a. Develop and implement strategies to ensure effective public participation in RCP implementation	S-LU	S-AFC		■	■	■	■	■
13.4 Enhanced Analytical Tools								
a. Develop a consistent approach for analyzing traffic impacts of development, including consistent standards for measuring "level of service"	S-TS	S-LU, S-TP, S-MM, County, cities, Caltrans			■	■		
▪ Develop model that can be used to evaluate effectiveness of smart growth urban design strategies	S-TS	S-LU, S-TP, S-Econ, County, cities			■	■		
▪ Acquire visual simulation software that can be used to illustrate the outcomes of various transportation and land use strategies	S-TS	S-LU, S-TP, S-MM			■	■		
b. Develop traffic forecasting models to better predict trip generation rates and trip lengths, specifically as they relate to jobs and housing availability within defined regional and subregional areas	S-TS	S-TP, S-MM, S-LU, County, cities, Caltrans			■	■		