2005 ANNUAL RETREAT
February 9, 10, and 11
La Casa Del Zorro
Borrego Springs, California
(760) 767-5323

AGENDA

Wednesday, February 9

4 – 5:30 p.m. Check-In at La Casa Del Zorro in Borrego Springs

4:30 – 5:30 p.m. BASICS FOR NEW BOARD AND ALTERNATE MEMBERS ................................................ Pages 4-16 (Desert Star Casita)

A

□ What does SANDAG do and why?
□ What are your roles and responsibilities as a SANDAG Director, Board Alternate, or Policy Advisory Committee Member?
□ How do you get the most out of the agency for your jurisdiction and the region?
□ What is this retreat all about; what are the topics; and how do you get the most out of the retreat?

6 – 7 p.m. DINNER (De Anza Room)

7 p.m. RETREAT ORIENTATION (De Anza Room)

Thursday, February 10

8:30 – 9 a.m. CONTINENTAL BREAKFAST (Kiva Room)

9 – 9:45 a.m. RETREAT PARTICIPANTS INTRODUCTIONS (Kiva Room)
Thursday, February 10 - continued

9:45 – 11:30 a.m.  INTEGRATING THE REGIONAL COMPREHENSIVE PLAN AND THE REGIONAL TRANSPORTATION PLAN .............  Pages 17-20
(Kiva Room)

- Are we willing to modify our local land use plans to help meet regional smart growth goals?
- Are there particular issues or concerns that should be addressed in the independent transit plan review?
- What are the most important issues to be addressed in this Regional Transportation Plan update?

Noon – 1:30 p.m.  LUNCH .................................................................  Page 21
(Rose Garden)

“Transportation – A Statewide Perspective”
Will Kempton, Caltrans Director

1:30 – 4 p.m.  TransNet – MOVING PROJECTS INTO THE FAST LANE .............  Pages 22-26
(Kiva Room)

- How much risk is the Board willing to take in accelerating projects?
- Are there other projects that should be considered for inclusion in the Early Action Program?
- How fast should we proceed with the acquisition of mitigation lands?
- To implement the Environmental Mitigation Program, should we build on the existing SANDAG structure or create a new framework?
- What are the most important areas for the Independent Taxpayer Oversight Committee to focus on in the near term?
- What additional assistance do local jurisdictions need to implement the private developer funding requirements of the new TransNet Extension?

6:30 p.m.  DINNER .................................................................  Page 27
(DeAnza Room)

“Seize the Future” – Smart Growth for the San Diego Region
Bill Fulton, Councilmember, City of Ventura; President, Solimar Research Group; urban growth book author
Friday, February 11

8 – 8:30 a.m. CONTINENTAL BREAKFAST
(Kiva Room)

8:30 – 10:30 a.m. PUBLIC SAFETY –
WHAT WE NEED TO PROTECT AND SERVE............. Pages 28-30
(Kiva Room)

- Why is SANDAG getting into the business of public safety versus its traditional role of providing crime statistics and research?
- How can policymakers work together to enhance public safety, and support public safety officials?
- What are the synergies between public safety efforts at SANDAG and other areas including transportation and border issues?
- What are the opportunities for securing dedicated funding for public safety initiatives?

10:45 – 11:15 a.m. SANDAG EVALUATION AND PRIORITIES .............. Page 31
(Kiva Room)

- What are the Overall Work Program emphasis areas?
- Do we have the agency’s priorities right?

11:15 – 11:30 a.m. PUBLIC COMMENTS/COMMUNICATIONS
(Kiva Room)

11:30 – 12:30 p.m. LUNCH AND CHECKOUT
(Rose Garden)

SANDAG Communications Director – Garry Bonelli – will serve as the retreat facilitator.
BASICS FOR NEW BOARD
AND ALTERNATE MEMBERS

- What does SANDAG do and why?
  - What is SANDAG?
  - Who are the Board of Directors, Alternates, and Advisory Members?
  - How is the voting accomplished?
  - How do the five Policy Advisory Committees work?
  - What are our milestones in regional decision-making?
  - What are our major mandates and designations?
  - How does SANDAG use its flexibility and latitude?
  - What are our limitations?

- What are your roles and responsibilities as a SANDAG Director, Board Alternate, or Policy Advisory Committee member?

- How do you get the most out of the agency for your jurisdiction and the region?

- What is this retreat all about; what are the topics; and how do you get the most out of the retreat?
WHAT IS SANDAG?

The 18 cities and county government are SANDAG, the San Diego Association of Governments. This public agency serves as the forum for regional decision-making. SANDAG builds consensus, makes strategic plans, obtains and allocates resources, plans, engineers and builds public transportation, and provides information on a broad range of topics pertinent to the region’s quality of life.

On January 1, 2003, a new state law (SB 1703) consolidated all of the roles and responsibilities of SANDAG with many of the transit functions of the Metropolitan Transit Development Board (now Metropolitan Transit System) and the North San Diego County Transit Development Board. The consolidation allowed SANDAG to assume transit planning, funding allocation, project development, and construction in the San Diego region in addition to its ongoing transportation responsibilities and other regional roles.

SANDAG is governed by a Board of Directors composed of mayors, councilmembers, and a county supervisor from each of the region’s 19 local governments (with two representatives from the City of San Diego). Voting is based on membership and the population of each jurisdiction, providing for a more accountable and equitable representation of the region’s residents. Supplementing these voting members are advisory representatives from Imperial County, Caltrans, Metropolitan Transit System, North San Diego County Transit Development Board, the U.S. Department of Defense, San Diego Unified Port District, San Diego County Water Authority, and Mexico. The Board of Directors is assisted by a professional staff including planners, engineers, and research specialists.

SANDAG’s highest priorities during 2005 are jump-starting major transportation projects with new TransNet funding, implementing the Regional Comprehensive Plan, updating the Regional Transportation Plan, and supporting the transit agencies with the opening of the Mission Valley East trolley line and construction of the SPRINT rail line.

SANDAG and Policy Committee meetings provide the public forums and decision points for significant regional issues such as growth, transportation, environmental management, housing, open space, air quality, energy, fiscal management, economic development, and public safety. SANDAG Directors establish policies, adopt plans, allocate transportation funds, and develop programs for regional issues. Citizens as well as representatives from community, civic, environmental, education, business, other special interest groups, and other agencies are involved in the planning and approval process by participating in committees as well as by attending workshops and public hearings.

During the past year, SANDAG made new strides in the areas of energy, regional planning, traffic management, and criminal
justice research, while continuing to provide regional leadership in the areas of transportation, housing, open space, and growth management. These interdependent and interrelated responsibilities permit a more streamlined, comprehensive, and coordinated approach without the need to create costly new government.

Each year, SANDAG adopts an overall work program and budget with federal, state and local funds to support the Agency’s regional responsibilities. The fiscal year 2005 program budget, covering the period July 1, 2004, through June 30, 2005, totals $310 million. The FY 2005 Capital Program for transit and rail projects is $454 million.

In 2004, the Automated Regional Justice Information System (ARJIS) merged with SANDAG. SANDAG formed a new Public Safety Advisory Committee that oversees the functions of ARJIS and SANDAG’s Criminal Justice Division.

In addition, since 1982 SANDAG has operated SourcePoint, a nonprofit corporation that offers specialized information services and analyses to private businesses, non-profit organizations, and other agencies. The corporation’s services include tailored growth projections, market studies, fiscal, and transportation analyses, demographic profiles, and much more.

For more information about SANDAG, please visit our Web site at www.sandag.org.
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 transportation, and provides information on a broad range of topics pertinent to the region's quality of life.

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**FIRST VICE CHAIR:** Hon. Mary Teresa Sessom  
**SECOND VICE CHAIR:** Hon. Jack Dale  
**EXECUTIVE DIRECTOR:** Gary L. Gallegos

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**CITY OF VISTA**  
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(A) Hon. Judy Ritter, Councilmember  
(A) Hon. Bob Campbell, Mayor Pro Tem

**COUNTY OF SAN DIEGO**  
Hon. Pam Slater-Price, Chairwoman  
(A) Hon. Dianne Jacob, Supervisor

**CALIFORNIA DEPARTMENT OF TRANSPORTATION**  
(Advisory Member)  
Will Kempton, Director  
(A) Pedro Orso-Delgado, District 11 Director

**METROPOLITAN TRANSIT SYSTEM**  
(Advisory Member)  
Leon Williams, Chairman  
(A) Hon. Jerry Rindone, Vice Chairman  
(A) Hon. Bob Emery, Board Member

**NORTH SAN DIEGO COUNTY TRANSIT DEVELOPMENT BOARD**  
(Advisory Member)  
Hon. Jack Feller, Councilmember  
(A) Hon. Jerome Stocks, Councilmember

**IMPERIAL COUNTY**  
(Advisory Member)  
Hon. Victor Carrillo, Supervisor  
(A) Hon. David Ouzan, Mayor

**U.S. DEPARTMENT OF DEFENSE**  
(Advisory Member)  
CAPT Daniel King, USN, CEC  
Commander, Southwest Division  
Naval Facilities Engineering Command  
(A) CAPT Richard Gamble, USN, CEC

**SAN DIEGO UNIFIED PORT DISTRICT**  
(Advisory Member)  
(A) William Hall, Commissioner  
(A) Michael Bixler, Commissioner

**SAN DIEGO COUNTY WATER AUTHORITY**  
(Advisory Member)  
Marilyn Dailey, Commissioner  
(A) Mark Muir, Commissioner

**MEXICO**  
(Advisory Member)  
Hon. Luis Cabrera Cuanan  
Consul General of Mexico

As of January 31, 2005
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<tr>
<th>Board of Directors – Policy or Business Meeting (Normally second Friday, 9 a.m. - Noon)</th>
<th>Board of Directors – Business Meeting (Normally fourth Friday, 9 a.m. - Noon)</th>
<th>Transportation Committee (Normally first and third Fridays, 9 a.m. - Noon)</th>
<th>Regional Planning Committee (Normally first Friday, Noon – 2 p.m.)</th>
<th>Executive Committee (Normally second Friday, 8 a.m. – 9 a.m.)</th>
<th>Public Safety Committee (Normally second Friday, 1:30 p.m. – 3:30 p.m.)</th>
<th>Borders Committee (Normally third Friday, 12:30 p.m. – 2:30 p.m.)</th>
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<td>January 14, 2005</td>
<td>January 28, 2005</td>
<td>January 7, 2005 January 21, 2005</td>
<td>January 21, 2005 11 a.m. to 1:00 p.m. Joint Meeting with Transportation Committee.</td>
<td>January 14, 2005</td>
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<td>January 21, 2005 1:00 p.m. to 3:00 p.m.</td>
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<td>February 2005 (Cancelled)</td>
<td>February 25, 2005 February 18, 2005</td>
<td>February 4, 2005</td>
<td>February 4, 2005 (Moved to First Friday due to SANDAG Retreat)</td>
<td>February 18, 2005 (Cancelled)</td>
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<td>April 8, 2005</td>
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<td>*November 2005 (To be scheduled if needed)</td>
<td>*November 18, 2005 (Third Friday)</td>
<td>*November 4, 2005 (First Friday, Committee only meets once due to Thanksgiving Holiday)</td>
<td>November 4, 2005</td>
<td>*November 4, 2005 (First Friday)</td>
<td>*November 18, 2005 (2 p.m. – 3:30 p.m., Following Borders Committee Meeting)</td>
<td>November 18, 2005 (12:30 – 2 p.m., Following Board Committee Meeting)</td>
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<td>*December 2, 2005 (First Friday)</td>
<td>*December 16, 2005 (Third Friday)</td>
<td>*December 9, 2005 (Second Friday, Committee only meets once due to Christmas Holiday)</td>
<td>December 2, 2005 (Following Board Policy Meeting)</td>
<td>*December 2, 2005 (First Friday)</td>
<td>December 9, 2004</td>
<td>December 2005 (To be scheduled if needed)</td>
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* Changes to normal schedule due to holidays shown in bold
- Board Meetings on the second Friday of each month will take place as needed based on the schedule
- August meetings will be held if needed

Last Updated: 12/21/2004 3:05 PM
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<tr>
<th>Day</th>
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<td><strong>FIRST FRIDAY</strong></td>
<td>9 a.m. – Noon</td>
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<td><strong>SECOND FRIDAY</strong></td>
<td>8 a.m. – 9 a.m.</td>
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<td>9 a.m. - Noon</td>
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<td>1:30 – 3:30 p.m.</td>
<td>Public Safety Committee</td>
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<td><strong>THIRD FRIDAY</strong></td>
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<td>Borders Committee</td>
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<td><strong>FOURTH FRIDAY</strong></td>
<td>9 a.m. – Noon</td>
<td>Board of Directors - Business</td>
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Milestones in SANDAG Regional Decision-Making

1966 • Local governments create the Comprehensive Planning Organization (CPO) within the San Diego County administration under a state authorized joint powers agreement.

1970 • Governor designates CPO as the Metropolitan Planning Organization to ensure areawide coordination and to serve as the technical and informational resource for local governments.

1971 • State further designates CPO as the Regional Transportation Planning Agency; Airport Land Use Commission; and Areawide Clearinghouse for federal/state grant reviews.

1972 • Local governments establish CPO as an independent Joint Powers Agency.

1975 • CPO develops & adopts the first ever, comprehensive Regional Transportation Plan.

1977 • Lemon Grove becomes a city and joins CPO.
• CPO establishes the Criminal Justice Research Division.

1978 • The Local Technical Assistance (LTA) program is started for member agencies.
• CPO helps establish the Automated Regional Justice Information System (ARJIS).
• CPO is jointly designated with the County to implement federal & state Clean Air Acts.

1979 • State designates CPO to prepare the Regional Housing Needs Statement.

1980 • CPO renamed the San Diego Association of Governments (SANDAG).

1981 • Poway and Santee become cities and join SANDAG.

1982 • SANDAG creates SourcePoint as a nonprofit corporate subsidiary.

1986 • Encinitas and Solana Beach become cities and join SANDAG.
• State designates SANDAG as the Regional Transportation Commission.

1987 • Voters countywide pass Proposition A - the local half-cent transportation sales tax measure.

1988 • TransNet, the $3.3 billion program, starts for highways, transit, local roads, & bicycles.
• Voters countywide pass an advisory measure calling for creation of a Regional Planning and Growth Management Board.

1989 • Agencies designate SANDAG as the Regional Planning and Growth Management Review Board.

1990 • State designates SANDAG as the Integrated Waste Management Task Force.
• SANDAG helps start the San Dieguito River Valley Park Joint Powers Authority.

1991 • Member agencies designate SANDAG as the Congestion Management Agency.

1992 • State designates SANDAG as the San Diego-Coronado Bridge Toll Authority.
• SANDAG helps form a five-county rail coalition, and purchases rail right-of-way from Santa Fe Railway for the Coaster and the Oceanside to Escondido SPRINTER rail service.

1993 • TransNet opens SR52 East, widens SR54 in the South Bay, opens SR56 East in the North City area, and completes improvements to SR78/I-15 interchange in the North County.
• The Freeway Service Patrol begins under a cooperative arrangement among SANDAG, Caltrans and the California Highway Patrol.
1994  • SANDAG approves the Regional Economic Prosperity Strategy.
     • At the request of Caltrans, SANDAG assumes the management of Commuter Computer and transforms the operation into the RideLink service.

1995  • The San Diego County Water Authority joins SANDAG as an advisory member.
     • SANDAG plays a major role in bringing together all participants in the San Diego County Investment Fund.

1996  • SANDAG starts the I-15 FasTrak™ Program to improve traffic flow, and expand bus and rideshare services in the corridor.

1997  • The National Institute of Justice cites SANDAG for its outstanding work on the Drug Use Forecasting program.
     • TransNet provides more than half the funds for the Mission Valley West trolley line between Old Town and Qualcomm Stadium.

1998  • SANDAG’s Committee on Binational Regional Opportunities (COBRO) supports cross border planning in the areas of transportation, environmental management, water supply, and economic development.
     • Halfway through the 20-year TransNet program, 68% of the highway projects, 55% of the transit projects, and 53% of the local street program are completed.

1999  • SANDAG dedicates $76.4 million in federal funds for traffic construction improvements along I-15.

2000  • MTDB and NCTD became advisory members; and SANDAG joins the Joint Committee on Regional Transit.

2001  • Using $14.7 million in federal and state funds, SANDAG puts sand on badly eroded beaches.
     • SANDAG approves an innovative $516 million financing package to advance the construction of major highway and transit projects.
     • Working in close cooperation with MTDB, NCTD, and Caltrans, SANDAG approves the Regional Transit Vision with the goal of making public transit competitive with driving a car during rush hours.

2002  • SANDAG eliminates the tolls from the San Diego-Coronado Bridge.
     • Directors decide to develop a Regional Comprehensive Plan, a long-term planning framework for the region.

2003  • With the passage of state law (SB 1703), SANDAG becomes the consolidated regional agency and is responsible for transit planning, programming, project development, and construction.
     • Imperial County joins SANDAG as an advisory Board member.
     • SANDAG adopts the $42 billion, 30-year Regional Transportation Plan.

2004  • ARJIS is consolidated into SANDAG. Directors create the Public Safety Policy Committee.
     • The Regional Comprehensive Plan is adopted in July.
     • Voters extend the TransNet sales tax program for 40 years to generate $14 billion to help fund critical highway, transit, and local street improvements.

2005  • SANDAG works to jumpstart highway and transit projects using new TransNet dollars.
     • Mission Valley East trolley line from Qualcomm Stadium under SDSU to La Mesa scheduled to begin service.
     • SPRINTER commuter rail under construction linking Oceanside, Vista, San Marcos, and Escondido.

As of 1/20/05
SANDAG MAJOR MANDATES AND DESIGNATIONS

The Board of Directors carries out a variety of responsibilities which are either mandated by federal or state law or regulation, or delegated to SANDAG through local agreement. Some of the most important designations and most critical responsibilities are listed below.

OVERALL AUTHORITY

San Diego Regional Consolidated Agency (State)
Senate Bill 1703 created a consolidated agency on January 1, 2003 to strengthen how regional public policy decisions are made. The law mandates membership in the consolidated agency from the area’s 18 cities and county government. It consolidates transit planning, programming, project development, and construction into the new agency, leaving responsibilities for day-to-day operations with the existing transit operators. AB 361 called for the preparation of a Regional Comprehensive Plan.

Regional Transportation Planning and Fund Allocation Agency (State)
Adopt Regional Transportation Plan (long range plan) and Regional Transportation Improvement Program (five-year programming of state and federal transportation funds). Allocate Transportation Development Act (TDA) funds (¼ cent sales tax for transit support, approximately $110 million per year).

Metropolitan Planning Organization (Federal)
Allocate federal transportation revenues and meet comprehensive planning requirements of TEA-21 in order to be eligible for funds. Over $140 million a year directly allocated by SANDAG.

San Diego County Regional Transportation Commission (State and Voter Approval)
Administer ½ percent sales tax, TransNet, (approximately $220 million per year) for transportation purposes.

Congestion Management Agency (State and Local)
Adopt congestion management plan, oversee preparation of deficiency plans, and monitor local agency compliance.

Co-lead Agency for Air Quality Planning (Federal and State)
Carry out air quality planning mandates in cooperation with the APCD. Determine conformity of transportation projects with air quality plan.

Integrated Waste Management Task Force (State and Local)
Recommend actions to member agencies regarding the major elements of the state-mandated Integrated Waste Management Plan.
Housing (State)
Determine each locality's share of the regional housing need and establish performance criteria for self-certification of housing elements.

Areawide Clearinghouse (Federal and State)
Review projects with regional impacts under CEQA and NEPA.

Manages and Administers the North County Multiple Habitat Conservation Program (Local)
Undertaken on behalf of North County cities.

Other (Local)
Regional Criminal Justice Clearinghouse, Automated Regional Justice Information System (ARJIS), Regional Census Data Center, Regional Information System development and maintenance, local planning activities pursuant to agreements with Navy, Caltrans, State Office of Planning and Research, MTS, NCTD, APCD, CWA, the Airport Authority, Cities and the County, and others; Local Technical Assistance (LTA) Program, SourcePoint.

OPERATIONAL
San Diego County Regional Transportation Commission (State and Voter Approval)
Construct TransNet sales tax highway and public transit projects.

Freeway Service Patrol Administration (State and Local)
Provide service for stranded motorists on various highways.

Regional Transportation Demand Management Program Administration (Local)
Provide and administer regional program (Ridelink) consisting of carpool and vanpool programs, bike locker program and others.

I-15 Congestion Pricing and Transit Development Demonstration Program (State)
Implement FasTrak program to allow single occupant vehicles in I-15 Express Lanes for a fee.

Regional Beach Sand Replenishment Program (Local)
Administer the regional program in coordination with federal, state and local agencies.

FLEXIBILITY AND LATITUDE

1. SANDAG can be viewed as “a flexible extension of local government capable of being modified to carry out any appropriate function.” SANDAG can assume functions requested by its member agencies, and those established by federal and state law and regulation.

2. SANDAG is a good example of streamlined government. With one agency, it is able to respond to most federal and state mandates that apply to regions, and to most locally-generated mandates that have to be taken care of regionally.

3. Decision-making at SANDAG is by local governments acting together. Its decisions primarily affect allocation of revenues, physical development, and wide ranging environmental issues.
4. Good regional decisions, by definition, also must be good for the region's local communities. The policy of using local elected officials to make regional decisions helps ensure that regional and local decisions are consistent and complementary.

LIMITATIONS

The limitations of SANDAG’s ability to carry out new or existing functions are:

1. Certain consolidated agency roles and responsibilities would require a change/modification to state law (SB 1703).

2. Any change to governing structure would require approval by the voters (AB 361).
INTRODUCTION

On July 23, 2004, the SANDAG Board of Directors adopted the Regional Comprehensive Plan (RCP) for the San Diego region. The RCP provides an overall vision and a policy framework for better connecting transportation and land use plans within our region.

In November, the Board approved an approach for integrating the implementation of the RCP and the update of the Regional Transportation Plan (RTP). Some of the key initiatives include:

- Smart growth concept map
- Smart growth incentive program
- A comprehensive update of the adopted RTP (also known as MOBILITY 2030), which will include an “Independent Transit Plan Review” by an internationally recognized transit planning consultant.

SMART GROWTH IMPLEMENTATION

The RCP policies are heavily shaped by principles of sustainability and smart growth and encourage local governments to incorporate these principles into their general plans and policy documents. Two RCP implementation programs, in particular, are geared toward encouraging smart growth in the region.

Smart Growth Concept Map

The RCP recognizes that smart growth is not a "one-size-fits-all" proposition, and defines seven categories of smart growth place types, ranging from "metropolitan center" to "rural community."

A key step in RCP implementation is the preparation of a Smart Growth Concept Map to identify specific locations where smart growth development exists, is planned, or has the potential to exist in the future. Once the map is prepared, SANDAG, local jurisdictions, and service providers can use it to set priorities for infrastructure investments and public services.
An initial step in developing the Concept Map is to identify existing and planned land uses along the regional transit networks in MOBILITY 2030 (both the Reasonably Expected Revenue and Unconstrained Revenue scenarios).

Additionally, the RCP recognizes the importance of providing adequate housing in key locations in the region. In updating their housing elements, local jurisdictions have an opportunity to locate additional housing units in smart growth areas close to public transit and other infrastructure and services. In particular, locating multifamily housing in these areas will help support regional transportation investments.

Providing additional housing opportunities and product types in the region also would likely reduce projected levels of interregional commuting from adjacent regions, such as Riverside County, Imperial County, and Baja California, Mexico.

Smart Growth Incentive Program

Policies included in the RCP and in MOBILITY 2030 call for the development and implementation of a regional smart growth incentive program. Combined with other federal, state, and local incentives, a regional program would encourage local jurisdictions to plan for and implement smart growth land uses in areas that help support regional transportation investments envisioned in MOBILITY 2030, or meet other regional smart growth goals.

SANDAG staff is currently developing a $17 million pilot smart growth incentive program, utilizing federal Transportation Enhancement funds available during FY 2005-2009. The pilot program will be a precursor to the anticipated longer-term $280 million funding program included in the TransNet Extension (Proposition A). Lessons learned from the pilot program will be used to develop the longer-term incentive program. The Smart Growth Concept Map will serve as the basis for determining eligibility for the longer-term program.

- Are we willing to modify our local land use plans to help meet regional smart growth goals?
- To what extent should smart growth plans and incentive programs emphasize provision of affordable housing?
- To what extent should SANDAG’s investments in regional transit service improvements be tied to local commitments to smart growth along regional transit corridors?

INDEPENDENT TRANSIT PLAN REVIEW

The SANDAG Board of Directors previously directed that, upon passage of Proposition A, an independent review of the existing regional transit plan (which is contained in MOBILITY 2030) should be conducted.

At the December Board meeting, staff was directed to proceed with this study as part of the TransNet Extension Early Action Program. Staff is currently developing a work program and budget for this study, and will be returning to the Board in February with a proposed amendment to the FY 2004-05 Overall Work Program and Budget.

The review will focus on the transit service concepts for regional corridors contained in MOBILITY 2030. The intent is to hire a transit planning consulting firm with extensive experience in the planning, development, and operation of regional transit facilities of the type that are
planned for the San Diego region. The results of this study will be used in developing alternatives in the update of the Regional Transportation Plan.

As part of this effort, an independent peer review committee will be created to help select the consultant, define the scope of work, and review the consultant’s findings. Transit professionals from regions with operating bus rapid transit (BRT) services, transit guideways, and light rail services are being targeted to participate on the peer review committee.

- Are there particular issues or concerns that should be addressed in the independent transit plan review?

- How do we make sure that there is broad community support for the updated regional transit plan that results from this effort?

REGIONAL TRANSPORTATION PLAN UPDATE

The upcoming update of the RTP will be one of the most important RCP implementation actions. The ultimate objective is to develop a comprehensive update to the RTP that incorporates the smart growth and sustainability policies from the RCP and makes progress in achieving the plan’s vision and goals.

As identified in the RCP, the RTP update should incorporate local commitments to smart growth into the updated regional growth forecast; identify transportation improvement needs at intermodal connection points at key locations; address upcoming plans for new regional airport facilities; address multimodal access to other goods movement centers, such as intermodal rail yards, seaports, and ports of entry; and address the relationship of intercity conventional rail and interregional high-speed rail service to RTP objectives.

Other key issues which we plan to address in the upcoming RTP update include:

- How well does the adopted RTP address existing and future freight movement needs within and through the region?

- What are the implications of existing and future development in Mexico, in Southwestern Riverside County, in Imperial County, and on tribal reservations on the regional transportation system?

- How does transportation affect energy demands and needs in our region, and what types of transportation strategies can reduce energy consumption and air pollution? To what extent can existing and future transportation corridors be used for siting regional energy transmission facilities?

- How do public safety and homeland security issues affect transportation in our region?

- What additional funding sources for transportation facilities and services should be considered in this RTP update (e.g., regional impact fees, private funding of transportation facilities and operations, assessments, toll facilities?)

Staff will be preparing reports on the issue areas discussed above, and presenting them to the Transportation Committee and Regional Planning Committee, along with technical and stakeholder working groups, over the next year. Once these reports are completed, staff will then prepare draft plan alternatives and an environmental document. The final comprehensive update will be completed in spring 2007. (Depending on the
outcome of federal transportation legislation, a less extensive update of the RTP may need to be adopted in early 2006 in order to meet Federal planning and air quality conformity requirements.

- What are the most important issues to be addressed in this RTP update?

- To what extent should this RTP update consider non-traditional funding sources for future transportation facilities and services?
Will Kempton
Director

Appointed by Governor Schwarzenegger in November 2004, Mr. Kempton is responsible for managing the day-
to-day operations of California’s state transportation system, including more than 50,000 lane miles of state
highways stretching from Mexico to Oregon and from the Pacific Ocean to Nevada and Arizona.

As leader of Caltrans, Mr. Kempton oversees an annual operating budget of more than $9 billion, 22,000
employees, and $7 billion worth of transportation improvements under construction.

Mr. Kempton began his career in transportation with Caltrans in 1973. He held management positions in the
area of finance and the director’s office prior to being appointed as Assistant Director in charge of Legislative
and Congressional affairs. In these positions, Mr. Kempton developed a broad understanding of transportation
programs and policies at all levels of government. He is particularly knowledgeable in the area of transportation
finance and legislative point of view.

Mr. Kempton translated his knowledge of transportation programs into the production arena during his
employment as executive director of the Santa Clara County Traffic Authority. The sales tax program he
managed is widely viewed as one of the most successful ever undertaken in the state, resulting in the delivery of
nearly one billion dollars in highway improvements in less than 10 years. During his assignment as director of
the Santa Clara County effort, Mr. Kempton mobilized California’s sales tax programs into an effective coalition
of “self help” counties. Selected by his peers to head this group, he marshaled a confederation of agencies and
successfully lobbied Caltrans and the state Legislature for the creation of a state-matching program for locally
funded projects. To date, the state/local partnership program has provided more than $1.5 billion in matching
funds for local transportation projects. This creative approach to achieving favorable objectives and the ability to
build interest group consensus characterize Mr. Kempton’s management style.

Over the course of his career, Mr. Kempton has developed extensive contacts throughout the transportation
community at all levels of government. These contacts include local, regional and state administrators, as well
as many key members of the state Legislature and the United States Congress. Mr. Kempton has been able to
use these contacts effectively to accomplish a variety of objectives. For example, his professional relationship
with then Congressman Norman Mineta, former Chair of the House Transportation and Infrastructure
Committee, and currently Secretary, U.S. Department of Transportation, has been extremely helpful in securing
federal grants to support projects such as the completion of the Measure A program in Santa Clara County.

In January of 2003, Mr. Kempton joined the City of Folsom as Assistant City Manager, Community Services. He
was responsible for overseeing the operations of the City’s Community Development, Neighborhood Services,
Parks and Recreation, Utilities, and Public Works departments. Prior to his appointment, he served as a City
Parks and Recreation Commissioner for eight years.

Mr. Kempton resides in Folsom with his wife Beverley. He has a son, Mark, and two daughters, Christina and
Summer.
TransNet – MOVING PROJECTS INTO THE FAST LANE

Introduction

On November 2, 2004, the region’s voters approved Proposition A extending the TransNet ½ cent sales tax for transportation through 2048. At the December meeting, the Board approved a work program outlining a set of tasks related to the implementation of the TransNet Extension. At the January meeting, the Board reviewed the draft TransNet Early Action Program designed to jump start the implementation of several key TransNet-funded projects.

There is a substantial amount of work to be done in the coming months to both continue the projects and programs under the original TransNet program and to accelerate the implementation of projects from the extension. There are a number of issues related to the implementation of the new projects and programs from the TransNet Extension Ordinance and Expenditure and the related new requirements included as part of the Ordinance. Some of these issues are highlighted in the following sections.

TransNet Early Action Program

Proposition A included a total of 47 major highway and transit corridor improvement projects along with funding for transit, local streets and roads, and other programs. The revenues from the sales tax extension will become available in FY 2009 (July 2008); however, the Board has the ability to issue bonds backed by the sales tax revenue stream to fund the implementation of an early action program, if the Board so chooses. The Board reviewed the draft TransNet Early Action Program at its January 28th meeting. Based on this Early Action Program, staff will be developing detailed financial strategies and schedules for advancing the early action projects and

- How much risk is the Board willing to take in accelerating projects?
- Are there other projects that should be considered for inclusion in the Early Action Program?
- How fast should we proceed with the acquisition of mitigation lands?
- To implement the EMP, should we build on the existing SANDAG structure or create a new framework?
- What are the most important areas for the ITOC to focus on in the near term?
- What additional assistance do local jurisdictions need to implement the private developer funding requirements of the new TransNet Extension?
programs. The proposed Early Action Projects are in two categories, as described below:

“Tier 1 Projects”: The first priority TransNet projects include those projects that remain uncompleted from the original 1987 TransNet Ordinance and Expenditure Plan. These projects include the widening of SR 76 between Melrose Drive and I-15, the extension of SR 52 from SR 125 to SR 67, and the Mid-Coast light rail extension from Old Town to University City (see attached map). Proposition A specified that these projects should receive priority treatment for implementation.

“Tier 2 Projects”: The second priority TransNet projects include projects on corridors already under construction or construction-ready including the I-15 Managed Lanes Corridor project from SR 78 to SR 163 and the SR 52 Managed Lane/HOV project from I-15 to SR 125. Efforts on these projects include advancing the schedules for design and construction work on the I-15 project and for environmental, design, and construction work on the SR 52 project within a 5 to 7 year completion period. This proposed “get in and get out” strategy will minimize the disruption to the traveling public and give full utility to the corridor within a single condensed time frame, as opposed to phasing the improvements in smaller stages over a greater number of years. An additional set of projects will focus on completing environmental documents on the I-5 North Coast Corridor and I-805 Corridor in order to accelerate the future construction of these projects (see attached map).

Staff has begun the process of updating the TransNet Plan of Finance with a focus on determining detailed cash flow needs related to the completing the current TransNet program through FY 2008 and, at the same time, developing recommended financing strategies for accelerating the implementation of the Early Action Projects.

Issue: How much risk is the Board willing to take in accelerating projects? In the effort to accelerate these projects, there are some risks that the Board needs to be comfortable with before proceeding on the Early Action Program. Some of these risks take the form of designing projects at risk before the environmental documents are approved or pushing the limits on some of the state and federal requirements with the risk that state or federal agencies may not approve of some of the strategies being pursued. On the financial side, there are risks in terms of moving projects forward in advance of the availability of state and federal matching funds. The Ordinance assumed a 50% match from other sources on average for the major highway and transit TransNet-funded projects. Early projects may need to be nearly 100% TransNet, so if state and federal funds are slow in becoming available there could be an impact down the road on completion of future TransNet projects. There are some tools available (AB 3090, GARVEE bonds, TIFIA loans) that could provide repayment mechanisms for some of the TransNet funds used to fund projects in advance of the availability of state and federal funds. Early implementation also assumes debt financing. Are there concerns from Board members about how fast and how deep in...
debt the TransNet program gets in the early years?

In addition to these risks, other concerns may be raised regarding accelerating the implementation of projects. There may be concerns about moving too quickly and making certain decisions prior to the formation of the Independent Taxpayer Oversight Committee. Other issues could be raised regarding making early commitments to key projects in advance of the development of new project selection criteria through the RCP/RTP process. Do Board members have concerns in these areas?

Issue: Are there other projects that should be considered for inclusion in the Early Action Program? The initial list of projects was developed based on the priorities established in the Ordinance and on project readiness. While recognizing that the entire 40-year program cannot be built in the next few years, do Board members have additional ideas for projects that should be evaluated as candidates for early implementation?

Environmental Mitigation Program

A critical factor for successful implementation of the early action projects is advancing the development of the TransNet Environmental Mitigation Program (EMP). Advancing the project mitigation packages will facilitate and expedite the delivery of the early action projects. Staff is beginning discussions with the resource agencies and permit holders on establishing habitat plan coverage for early action TransNet projects, and we hope to negotiate initial agreements on these projects over the next several months.

In addition, staff has drafted options for the establishment of a regional entity to administer the Regional Habitat Conservation Fund contained within the EMP. This Regional Habitat Conservation Fund is made up of $200 million out of the $850 million total for the EMP. The Regional Habitat Conservation Fund was established in the EMP to allow flexible use of a portion of the total EMP funding for habitat acquisition, management, and monitoring purposes, based on the “economic benefit” derived from coverage of transportation projects in the regional habitat conservation plans. The regional entity would also provide recommendations for an additional “quality of life funding measure” to be developed and presented to the SANDAG Board of Directors over the next two years.

Issue: How fast should we proceed with the acquisition of mitigation lands? As is the case with the transportation projects, the faster we proceed with the acquisition of habitat lands, the greater the reliance on debt financing and the higher the amount of TransNet funds spent on financing costs as opposed to habitat lands and monitoring and management activities. The implementation guidelines for the EMP approved by the Board in September 2004 anticipated accelerated implementation of the EMP by using $30 million out of the $500 million set aside for financing costs in the Ordinance and other interfund loans. However, early acquisition avoids escalation costs on the price of land, and can reduce transportation project delays.

Issue: To Implement the EMP, should we build on the existing SANDAG structure or create a new framework? Staff is preparing an issue paper outlining
alternative regional entity structures for Board consideration. Prior to Board action, member agencies will be consulted to further refine the alternatives and/or consider other possible alternatives.

Independent Taxpayer Oversight Committee (ITOOC): The solicitation process for individuals interested in applying for a position on the ITOC has been initiated. Advertisements have been placed in the newspapers and a letter of interest has been distributed. Application forms will be mailed to all interested candidates. Applications are due by February 25, 2005. As described in the TransNet Extension Ordinance and Expenditure Plan, a Technical Screening Committee of transportation professionals/academics will be established to review applications and recommend candidates to the Selection Committee. The Selection Committee, consisting of mayors and supervisors, will make the final selection of the ITOC members. The process of forming these two committees is being initiated. One of the first actions of the ITOC will be to review the financing strategies related to the implementation of the Early Action Program and provide recommendations to the Board.

Issue: What are the most important areas for the ITOC to focus on in the near term? In addition to providing recommendations to the Board on the Early Action Program and related financing strategies, are there other specific areas that the Board would like the ITOC to investigate as they transition into their oversight function?

Regional Transportation Congestion Improvement Program (RTCIP): Staff has begun efforts to competitively procure a consulting firm to complete a nexus study related to the $2,000 per dwelling unit private developer funding contribution required by the new TransNet Extension Ordinance. Staff has met with consulting firms experienced in conducting nexus studies. Staff has also conducted benchmarking of other California regions that have previously completed nexus studies. The TransNet Ordinance calls for the draft nexus study to be presented to the SANDAG Board within nine months of the passage of the proposition, or by August 2005.

Issue: What additional assistance do local jurisdictions need to implement the private developer funding requirements of the new TransNet Extension? While SANDAG has agreed to conduct the regional nexus study, it is up to each local jurisdiction to establish a fee program if that is the method chosen to meet the private developer funding requirement. Are there questions or concerns related to this requirement that SANDAG can address or other assistance that SANDAG can provide jurisdictions in moving forward on creating the RTCIP?
Early Action Projects
January 2005

**Tier 1 Projects**
1. SR 76 - Widening
2. SR 52 - New freeway
3. Mid-Coast LRT

**Tier 2 Projects**
4. I-15 Managed Lanes - North and South Extension
5. SR 52 - HOV/Managed Lanes (Reversible)
6. I-5 North Coast Corridor - Environmental Effort
7. I-805 Corridor - Environmental Effort
Bill Fulton
Councilmember

Bill Fulton was elected to the Ventura City Council in 2003, culminating many years of professional experience and community involvement in local government affairs.

In his professional life, Bill is a well-known author and urban planning analyst. He is president of Solimar Research Group, a research and publishing firm based in Ventura. He is also the author of four books, including "The Reluctant Metropolis: The Politics of Urban Growth in Los Angeles", which was a Los Angeles Times best-seller, and "Guide to California Planning", the standard textbook on urban planning used in college courses throughout the state. He is frequently quoted on urban planning topics by newspapers and radio and television shows around the nation. He has also taught urban planning at Cal Poly Pomona, USC and UCSB.

As a civic activist, Bill served as the chair of the citizen committee that produced Ventura’s "Seize The Future" community vision, and chair of the City's Library Advisory Commission, helping to oversee construction of the new Avenue Library and renovation of E.P. Foster Library. He is also a trombonist.

Bill and his family have lived in Ventura since 1987. His mother, Fran Fulton, is an active library volunteer in Ventura and his daughter, Sara Torf Fulton, is a student at Foothill Technology High School. Bill grew up in Upstate New York and went to St. Bonaventure University, making him (at least as far as he knows) the only graduate of St. Bonaventure who lives in San Buenaventura. He also did graduate work in journalism at The American University in Washington, D.C., and in urban planning at UCLA.
PUBLIC SAFETY EFFORTS AT SANDAG

- Why is SANDAG getting into the business of public safety versus its traditional role of providing crime statistics and research?
- How can policymakers work together to enhance public safety, and support public safety officials?
- What are the synergies between public safety efforts at SANDAG and other areas including transportation and border issues?
- What are the opportunities for securing dedicated funding for public safety initiatives?

History of Public Safety at SANDAG – Criminal Justice Research

SANDAG has been involved in public safety efforts since 1977 when the Criminal Justice Research Division (CJRD) was established. The CJRD supports local criminal justice planning and policymaking by providing analyses of crime trends, serving as the clearinghouse for local public safety information, and conducting independent program evaluations.

In FY 2005, the CJRD is receiving $170,000 from member assessments to fulfill the clearinghouse functions, which represented 14 percent of their $1.25 million budget. The majority of CJRD revenues represent state (e.g., California Board of Corrections) and federal (e.g., Bureau of Justice Assistance and Center for Substance Abuse Treatment) evaluation grants pertaining to such topics as juvenile delinquency prevention, prisoner reentry, drug use among local arrestees, Hepatitis and HIV prevention, and gun violence.

ARJIS – SANDAG Consolidation

The Automated Regional Justice Information System (ARJIS) has been a Joint Powers Agency (JPA) since 1980. ARJIS is a complex criminal justice enterprise network utilized by 51 local, state and federal agencies in the San Diego region. Chartered with supporting a regional web-based enterprise secure network that contains the region’s crime data (including cases, arrests, citations, field interviews, traffic accidents, fraudulent documents, photographs, gang information and stolen property), ARJIS is utilized daily by 11,000 officers, investigators, and analysts.

In FY 2005, 85 percent of ARJIS’ budget of $4.86 million comes from member assessments and user and connectivity fees. The rest includes federal grants supporting crime mapping, implementing crime analysis systems, and providing public safety officials working at the border real time access to critical information.

The ARJIS-SANDAG consolidation was completed in March 2004 with approval by each of the 18 cities and the County of the
Public Safety Committee

Through the ARJIS/SANDAG consolidation, the ARJIS Board of Directors and Executive Committee were evolved into a standing policy committee to advise the SANDAG Board of Directors on major policy-level matters related to public safety. The goals of the PSC include improving the quality of life in the region by promoting public safety and justice through collaboration, information sharing, effective technology, policy and protocol development, and objective monitoring and assessment.

The PSC is unique in that it is composed of six voting SANDAG board members and five voting public safety members, as well as three public safety advisory members. This cross-representation offers a number of benefits and opportunities by bringing together policy makers and law enforcement professionals and administrators, emergency medical services, and homeland security officials to facilitate cost and information sharing efforts, improve the integration of research findings in support of law enforcement activities, and potentially play a broader public safety role in the region beyond current ARJIS and CJRD functions.

The PSC is also different from other SANDAG committees in that it has autonomy as the governing board of ARJIS, independent of the Board’s role as the PSC. Because ARJIS is a separate legal entity, the PSC, as the ARJIS governing Board, has ultimate decision making authority for matters that were not delegated to SANDAG as the “Administrative Member” of the ARJIS joint powers agency.

Since its first meeting in March 2004, the PSC has had a number of accomplishments that demonstrate potential areas where the committee can be most effective. These include approving the posting of local high risk sex offenders on the Internet, supporting law enforcement access to biometrics information, seeking funding for the Substance Abuse Monitoring program, and entering into a cooperative agreement with Capital Wireless Integrated Network (CAPWIN – a partnership between Maryland, Virginia, and the District of Columbia to integrate transportation and public safety data and voice communication systems through a wireless network).

In addition, the committee has also begun to build new relationships with Mexican public safety officials and is exploring ways to build consensus and partnerships between transportation and public safety for information sharing and coordinated operations to maximize the value and resulting benefit of regional Intelligent Transportation Systems (ITS) investments. For example, the deployment and integration of technology solutions that improve transportation operations can also enhance public safety in the region. These include highway and transit management and safety, event/incident management, and the traveler information system. As a result of the December PSC meeting, we have begun

revision of the ARJIS JPA. Some of the potential benefits of this consolidation, noted at that time, included a broadened regional public safety role for SANDAG, more effective use of research information, enhanced legislative outreach and funding opportunities, and more effective leveraging of resources.
meeting with local police departments regarding the implementation of the automatic vehicle locator (AVL) technology currently being deployed on transit vehicles as part of our ITS program.

Regional Needs Assessment

At the recommendation of the PSC, in November 2004, SANDAG contracted with a consultant to conduct a regional public safety needs assessment to help establish short- and long-term goals for the PSC that will enhance public safety and benefit member jurisdictions and public safety agencies, while respecting the roles and responsibilities of other regional organizations.

While individual public safety agencies and departments had undertaken such efforts, they had not been regional in scope. The assessment focused on four priority areas identified by the Chiefs'/Sheriff’s Management Committee and the PSC at their October retreats:

1. the creation of a Regional Information Center;
2. communications and interoperability;
3. technology procurement and maintenance; and
4. training.

Interviews with key stakeholders were conducted in December 2004 and January 2005. The consensus from these interviews has been that regional cooperation is important and that opportunities for consolidation of services where appropriate should be identified for economies of scale. In addition, there was agreement that the Public Safety Committee could successfully facilitate partnerships, resulting in improved service delivery for the region as a whole. The Chiefs'/Sheriff’s Management Committee and the PSC reviewed these initial findings at their January meetings and identified the following priorities:

- Develop policies and protocols that facilitate the development of public safety technologies.
- Negotiate public/private partnerships to provide cost-effective state of the art technologies for the region, such as wireless communications.
- Educate and engage elected officials and the public to gain support for critical public safety initiatives and priorities.
- Establish a Public Safety legislative program built on agreed upon regional priorities.
- Define public safety standards for the region to improve communication standards for interoperability and emergency and event management protocols and processes.
- Ensure coordination of homeland security related grants and initiatives to ensure compatibility and enhanced value to the region.
- Identify and obtain funding sources for both the development and maintenance of systems and programs. Particular areas recommended include the regional information center and interoperable communication systems (approximately $200 to $300 million dollars).

Based on this information and the feedback from the SANDAG Board, staff will develop a work program and budget and follow-up on recommended strategies to identify additional funds essential for carrying out agreed-upon priorities.
SANDAG EVALUATION AND PRIORITIES

FY 2006 OVERALL WORK PROGRAM

Each fiscal year, SANDAG develops an Overall Work Program (OWP) and associated program budget. This year, the work program is structured to reflect the agency consolidation and includes projects from both transit operators.

EMPHASIS AREAS

Emphasis areas proposed for fiscal year 2006 include:

- Implementation of the Regional Comprehensive Plan;
- Update the Regional Transportation Plan;
- Getting the TransNet early action projects started; and
- Continued strengthening of our Borders work with surrounding counties, tribal governments, and Mexico.

AGENCY PRIORITIES

Do we have the agency’s priorities right?

- Build TransNet projects
- Implement the Regional Comprehensive Plan and update the Regional Transportation Plan
- Work with the California Legislative Analyst’s Office on agency consolidation report
- Improve delivery of regional products and services
- Strengthen relationships and develop more partnerships
- Pursue resources to support regional priorities