

2025 Board Retreat | AGENDA

Friday, May 2, 2025

Hilton Garden Inn Carlsbad Beach

6450 Carlsbad Blvd

Carlsbad, CA 92011

The Board of Directors meeting scheduled for Friday, May 2, 2025 will be held in person at Hilton Garden Inn Carlsbad Beach. Participation in the meeting will be limited to members of the Board and public that are in attendance.

Public Comments: Members of the public may speak to the Board of Directors on any item at the time the Board of Directors is considering the item. Public speakers are generally limited to three minutes or less per person.

Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerkoftheboard@sandag.org (please reference Board of Directors Retreat in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. the business day before the meeting will be provided to members prior to the meeting. All comments received prior to the close of the meeting will be made part of the meeting record.

If you desire to provide in-person comment during the meeting, please fill out a speaker slip, which can be found in the meeting room (Hilton Garden Inn Carlsbad Beach). Staff will call on members of the public who have timely requested to provide comment by name. All comments to be provided for the record must be made in writing via email or in person, per the instructions above.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG provides access to all agenda and meeting materials online at [SANDAG.org/meetings](https://sandag.org/meetings). Additionally, interested persons can sign up for email notifications at [SANDAG.org/subscribe](https://sandag.org/subscribe). A physical copy of this agenda may be viewed at the SANDAG Toll Operations Office, 1129 La Media Road, San Diego, CA 92154, at any time prior to the meeting.

Vision Statement: *Pursuing a brighter future for all*

Mission Statement: *We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

Our Commitment to Equity: *We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.*

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

2025 Board Retreat | AGENDA

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SANDAG agenda materials can be made available in alternative languages. To make a request, call 619.699.1900 in advance of the meeting.

Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al 619.699.1900.

如有需要，我们可以把SANDAG议程材料翻译成其他语言。
请在会议前至少 72 小时打电话 619.699.1900 提出请求。

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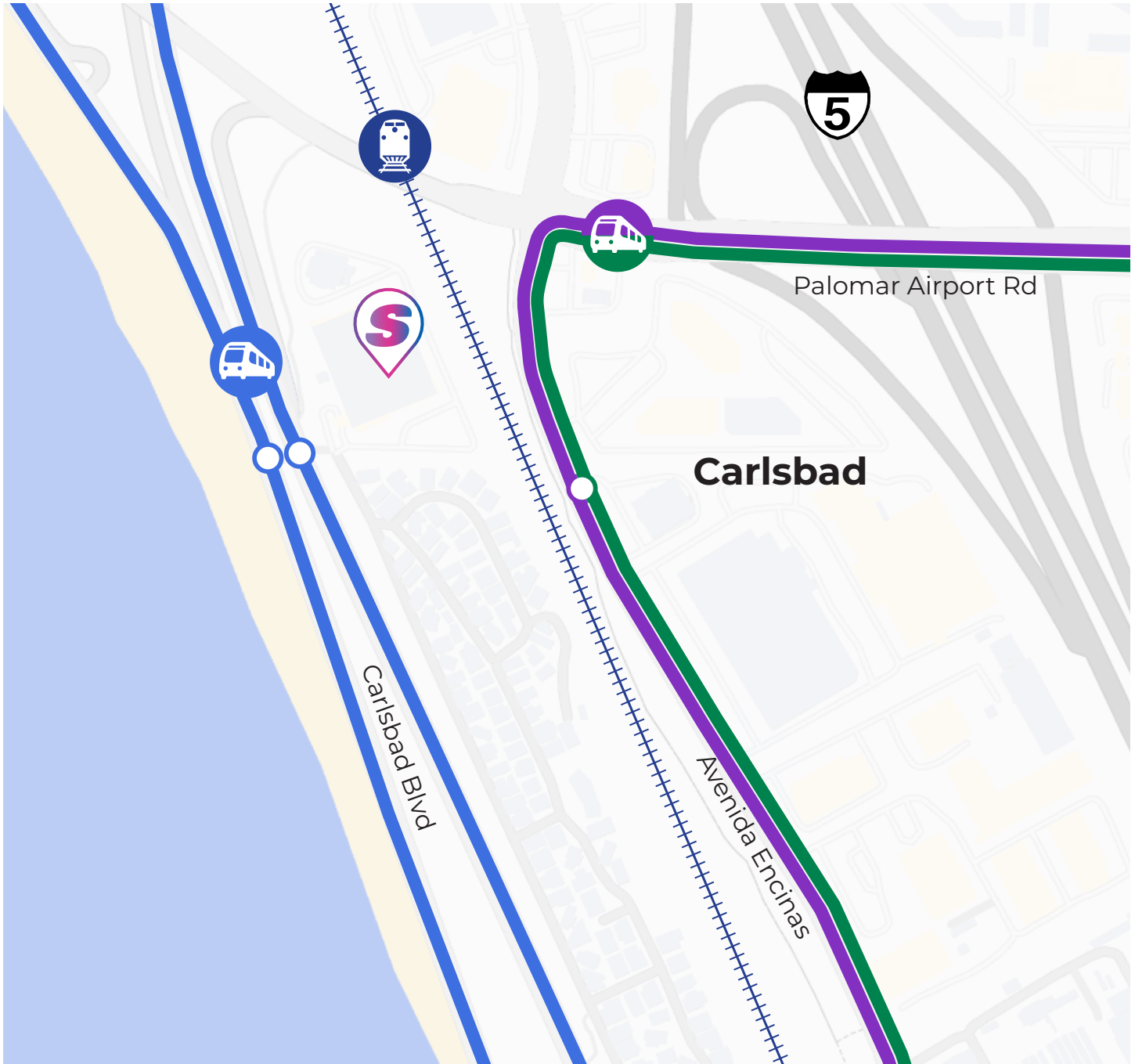
This meeting will be conducted in English, and simultaneous interpretation may be provided in Spanish if requested at least 72 hours in advance. Interpretation in additional languages will be provided upon request to clerkoftheboard@sandag.org at least 72 business hours before the meeting. Esta reunión se llevará a cabo en inglés, y se ofrecerá interpretación simultánea en español. Se ofrecerá interpretación en otros idiomas previa solicitud a clerkoftheboard@sandag.org al menos 72 horas antes de la reunión.

Free Language Assistance | Ayuda gratuita con el idioma | Libreng Tulong sa Wika | Hỗ trợ ngôn ngữ miễn phí
免費語言協助 | 免費語言協助 | مساعدة ترجمة مجانية | 무료 언어 지원 | کمک زبان رایگان | 無料の言語支援 | Бесплатная языковая помощь
Assistència lingüística gratuïta | मुफ्त भाषा सहायता | Assistance linguistique gratuite | ជំនួយភាសាឥតគិតថ្លៃ
ఉచిత భాషా సహాయం | ການຊ່ວຍເຫຼືອດ້ານພາສາຟຣີ | Kaalmada Luqadda ee Bilaashka ah | Безкоштовна мовна допомога

[SANDAG.org/languageassistance](https://www.sandag.org/languageassistance) | 619.699.1900

2025 Board Retreat | MAP

The SANDAG 2025 Board Retreat will be held at the **Hilton Garden Inn Carlsbad Beach** located off I-5 on Carlsbad Boulevard in Carlsbad, which is accessible by the COASTER, NCTD Bus Route 101, 444, and 445.



 Board Retreat  NCTD Route 101  NCTD Route 444  NCTD Route 445  COASTER

Friday,
May 2nd

2025 Board Retreat AGENDA

Breakfast available at 8:00 a.m.

8:30 a.m.

Item #1 – Non-Agenda Public Comment/ Member Comments

Public comments under this agenda item will be limited to eight public speakers. Members of the public shall have the opportunity to address the Board on any issue within the jurisdiction of SANDAG that is not on this agenda. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item. If the number of public comments under this agenda item exceeds eight, additional public comments will be taken at the end of the agenda. Subjects of previous agenda items may not again be addressed under public comment.

9:00 a.m.

Item #2 – SANDAG Board of Directors Workshop*

The Board of Directors will participate in roundtable discussions and informational sessions focused on agency mandates, regional priorities, and cross-jurisdictional collaboration.

9:05 a.m.

PART I: TransNet Program Update

Twenty years ago, the SANDAG Board established an Early Action Program for the TransNet Program. This session will provide an update on the status of that Program and what our projections are for TransNet revenues in the future.

9:50 a.m.

PART II: Budget: Funding Strings and Sources

SANDAG is funded through dozens of different sources, each with its own complex requirements for how money can be spent, what it can be spent on, and when it needs to be spent. This will be an opportunity to explore what dollars can be used to deliver which projects and how.

10:30 a.m.

PART III: Budget: Guiding Principles and Priorities

The SANDAG budget is a complex balance of dozens of funding sources supporting hundreds of projects and programs at any given time. Recognizing the current fiscal climate, this will be an opportunity for the Board to consider which strategies should be used to maximize these investments in the annual budget going forward.

12:15 p.m.

Retreat Wrap Up



PART I: TransNet Program Update

Plan of Finance: Looking Forward

Board Retreat
May 2, 2025

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TransNet Overview

Voter-approved sales tax for transportation projects



- Voters approved a half-cent local transportation sales tax in 1987 for 20 years (1988-2008)
- In 2004, voters approved an ordinance and expenditure plan extending the half-cent sales tax an additional 40 years (2008-2048)

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TransNet

Extension Ordinance and Expenditure Plan 2008-2048

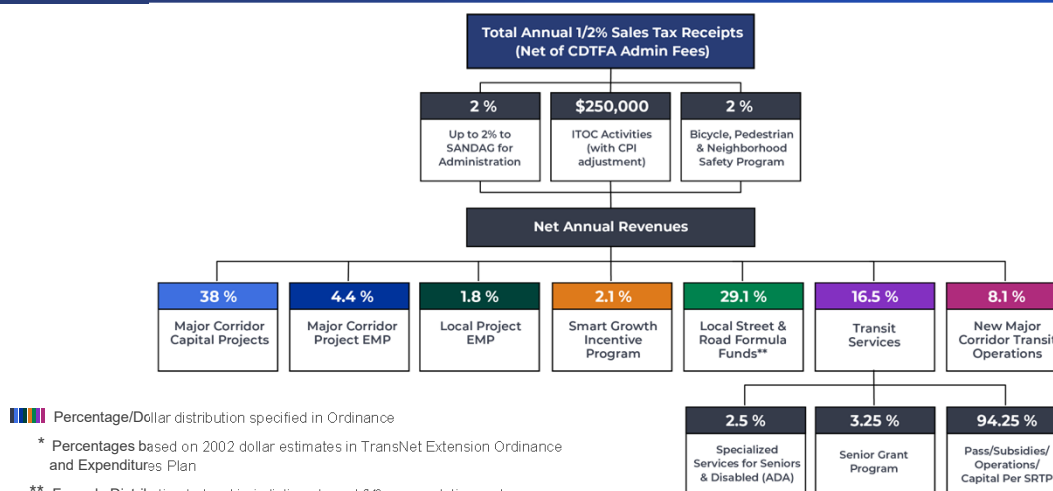
Outlined funding for

- major transportation infrastructure projects
- regional bike, pedestrian, and neighborhood safety projects and programs
- environmental mitigation
- operations support for new transit services
- subsidized transit passes and specialized and ADA transit services
- smart growth incentives
- local streets and roads projects
- formation of Independent Taxpayer Oversight Committee (ITOC)



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TransNet Extension Ordinance Funding Categories and Flow of Funds



On May 14, 2021, the SANDAG Board of Directors, acting as the San Diego County Regional Transportation Commission, approved an adjustment to increase the administrative expense limitation from 1% to 2% beginning in FY 2022.

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TransNet

Extension Ordinance
Delivered to Date

\$4.8 billion generated
as of Dec 2024

- 91 current projects
- Over \$378 million in new and expanded transit services and operations
- Over \$1.36 billion to for local projects
- More than 240 grants for smart growth, senior, and active transportation
- Acquired or helped restore 9,215 acres of habitat
- 60 miles of bikeways in final design, construction, or completed



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Early Action Programs (EAP)

Why create an EAP?

- Prioritizes projects for early delivery
- Advances environmental and design work to remain competitive for future funding
- Allows programming of funds based on project readiness



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TransNet Major Corridor Extension Early Action Program (EAP) 2005

- Approved by BOD in December 2005
- A program made up of a subset of major corridor projects to prioritize first
- **Progress**
All project corridor groupings are in progress or completed

1	I-5 HOV Lane Extension
2	I-5 Lomas Santa Fe Interchange
3	I-5 North Coast Complete (Environmental)
4	I-15 BRT Stations (SR 163 to SR 78)
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20	SR 76 (Mission to I-15) Widen
21	SR 76 Environmental Enhancement
22	Super Loop BRT

Project list from BOD Meeting Agenda, Dec. 16, 2005, Item 11, Attachment 2, p. 18, "TransNet EAP: Project Descriptions"



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TransNet Major Corridor Projects Status as of Jan. 2025

Ord. No.	Corridor	Project	In-Progress	Future Project	Ord. No.	Corridor	Project	In-Progress	Future Project
1	I-15	I-15: SR 163 to SR 56	✓		27	I-5 North	I-5: Leucadia Blvd to Vandegrift Blvd	✓	
3	I-15	I-15: SR 94 to SR 163	✓		28	I-5 North	HOV Connector: I-5 / I-805 Interchange		✓
4	I-15	HOV Connector: I-15 / SR 78	✓		29	I-5 North	FWY Connector: I-5 / SR 56 Interchange	✓	
5	I-15	HOV Connector: I-15 / SR 94	✓		30	I-5 North	FWY Connector: I-5 / SR 78 Interchange	✓	
6	I-15	SR 94: I-5 to I-15	✓		31	I-5 North	Rte 398 (COASTER) / BRT Rte 472 Improvements	✓	
7	I-15	BRT Rte 610: via I-15 / SR 94 (Now Rte 235)	✓		32	SR 52	SR 52: I-15 to SR 125	✓	
9	I-805	I-805: SR 905 to SR 54	✓		34	SR 94/ SR 125	FWY Connector: SR 94 / SR 125 Interchange	✓	
10	I-805	I-805: SR 54 to I-8	✓		35	SR 94/ SR 125	SR 94: SR 125 to Steele Canyon Rd		✓
11	I-805	I-805: Mission Valley Viaduct		✓	36	SR 94/ SR 125	SR 94 / SR 125: I-805 to I-8		✓
12	I-805	I-805: I-8 to I-5	✓		37	SR 94/ SR 125	Rte 520 (Orange Line Trolley) Improvements	✓	
13	I-805	I-805 / SR 54 Interchange Improvements	✓		38	SR 94/ SR 125	SR 54 / SR 125: I-805 to SR 94		✓
15	I-805	SR 94: I-805 to I-15	✓		39	SR 67	SR 67: Mapleview St to Dye Rd	✓	
16	I-805	BRT Rte 680: via I-805 / I-15 / SR 52		✓	40	I-8	I-8: Second St to Los Coches Rd	✓	
17	I-805	SR 52: I-15 to I-805		✓	41	SR 78	SR 78: I-5 to I-15	✓	
18	I-805	HOV Connector: I-805 / SR 52 Interchange		✓	42	SR 78	Rte 399 (SPRINTER) / BRT Rte 471 Improvements	✓	
19	I-5 South	I-5: SR 905 to SR 54		✓	44	SR 56	SR 56: I-5 to I-15	✓	
20	I-5 South	I-5: SR 54 to I-8	✓		46	Coronado Tunnel	SR 75 / SR 282 (Coronado Tunnel): Glorietta Blvd to Alameda Blvd		✓
21	I-5 South	I-5: I-8 to I-805	✓		47	Border Access	Border Access Improvements	✓	
22	I-5 South	Rte 500 (Blue Line Trolley) Improvements	✓		49	Bikeway	Bikeway	✓	
25	I-5 North	I-5 / I-805 Merge	✓						
26	I-5 North	I-5: SR 56 to Leucadia Blvd	✓						

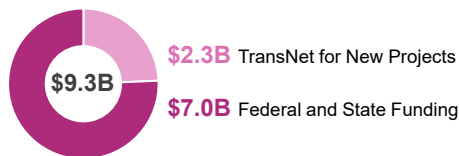
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TransNet Major Corridor Funding 2026-2048

- Total of assumed local, state, and federal funding for the remainder of TransNet Extension Ordinance
- Uses assumed match ratio of \$3.11:\$1

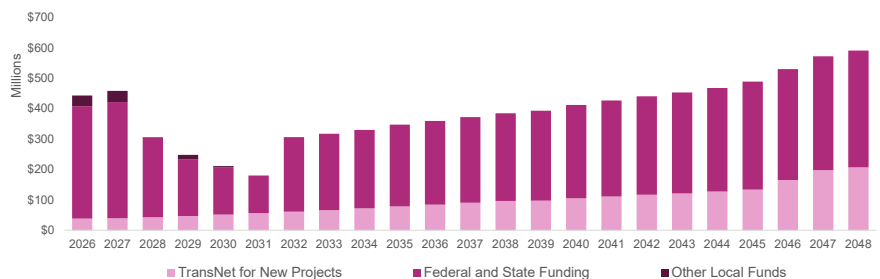
Assumed TransNet Major Corridor Funding: \$9.3 Billion



Assumed Matching Ratio



Assumed Funding by Source for Major Corridor Projects



TransNet funding totals reflect deduction of debt service payments.
Federal and state funds assume 3.1:1 matching ratio

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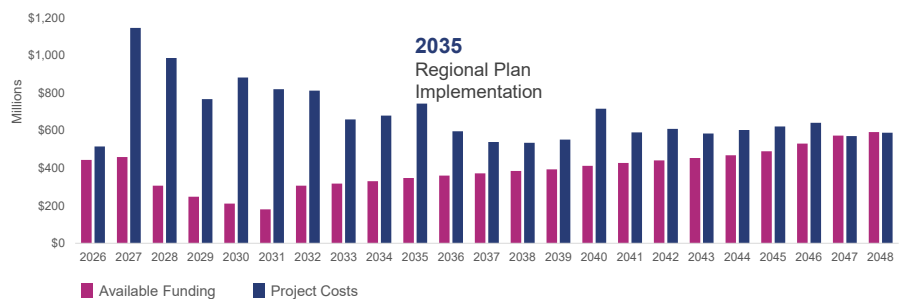
TransNet Major Corridor Project Costs vs Funding 2026-2048

Based on estimated costs, projects will most likely exceed assumed available funding.

Assumed TransNet Major Corridor Project Costs: \$16.1 Billion*



TransNet Major Corridor Estimates: Available Funding vs. Project Costs



*Source: 2021 Regional Plan, Appendix B: Implementation, actions, and recent engineer's estimates for projects in progress
**Updated revenue assumptions and project cost estimates could impact funding gap amount.

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TransNet Major Corridor Funding Match Ratios

Using cost estimates from the 2021 Regional Plan, the match ratio may need to almost double to complete remaining Major Corridor projects by 2048

Match ratio assumed in ordinance: **\$1:\$1**



Current match ratio: **\$3.11:\$1**



Match ratio required to fund all project costs: **\$5.98:\$1**



TransNet Extension

First 20 years...
Successes

- Delivered enhanced mobility and more transportation connections
- Provided funding to local jurisdictions for maintenance and safety improvements
- Matched state and federal funds at rate of over \$3 to every TransNet \$1



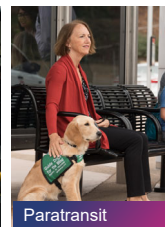
Mid-Coast Trolley



SR 125



South Bay Rapid



Paratransit



Senior transit



I-5 Build NCC



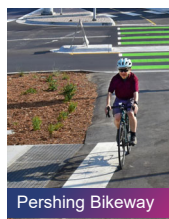
SR 52



COASTER



I-15 Rapid



Pershing Bikeway



SR 76



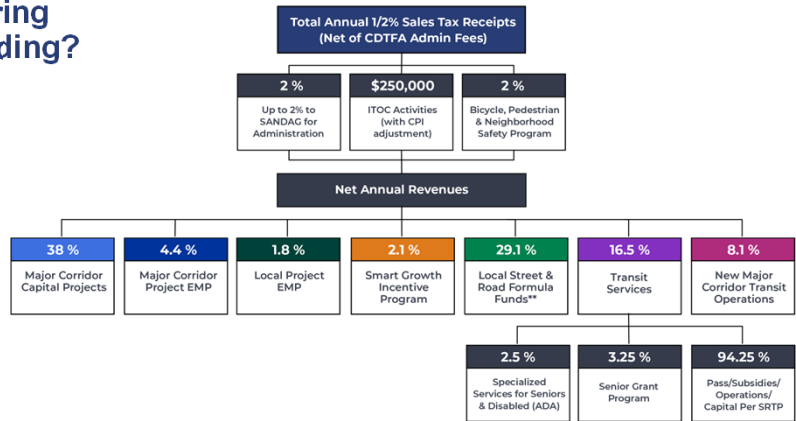
Local Road Maintenance

TransNet

...Next 20 years

How do we continue delivering TransNet with available funding?

- TransNet Ordinance specifies how funds are distributed and used
- Can optimize opportunities by understanding funding “strings and sources”



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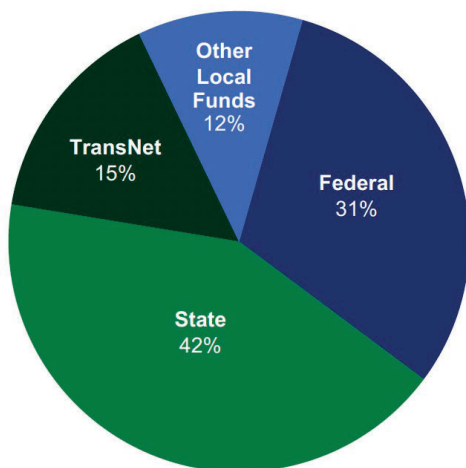


PART II: Budget: Funding Strings & Sources

Board Retreat
May 2, 2025

Funding Sources FY 2026

FY 2026 Revenues



Program Revenue Sources

Number of Sources by Category and Program

	OWP	Operations	Capital	Total
Federal	13	3	25	42
State	2	6	19	27
Local	8	7	19	34
Total	23	16	63	102

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Different revenue sources in FY 2026 Overall Work Program, Operations and Services Program, and Capital Program

Types of Funding

- **Formula**– allocated to SANDAG based on population, mileage or some other formula
- **Competitive** – awarded to SANDAG based on the merits of the project as compared to a scoring rubric vs. other agencies which apply for the funding



Funding Comes with Strings

Examples of restrictions on the use of funds

- Project eligibility
- Limited to specific phase
- Matching requirements
- Timing of using the funds
- Authorization requirements
- Reporting requirements
- Ordinance requirements
- Invoicing requirements
- Performance requirements



Funding Sources

Local Funds

Characteristics

- Most flexible
- Easiest to use
- Needed for match to other fund sources

Examples

- TransNet – Local sales tax measure
- Transportation Development Act – sales tax through the state

Strings

- TransNet Ordinance Requirements
- TDA Claims



Funding Sources

State Funds

Characteristics

- appropriated by the legislature
- allocated by California Transportation Commission (CTC) by **phase**

Examples

- State Transportation Improvement Program (STIP) *Formula*
- SB 1 *Formula and Competitive*
- Active Transportation Program *Competitive*
- Transit and Intercity Rail Capital Program (TIRCP) *Competitive*



Funding Sources

State Funds

Strings

- CTC Programming and allocation
- Baseline Agreements
- Timely Use of Funds Rules (extensions)
- Varying match requirements
- Performance requirements
- Reporting requirements
- Final Delivery reports

Priorities

- Reduce Vehicle Miles Traveled (VMT)
- Greenhouse Gas reduction and climate adaptation
- Accessibility
- Prioritizing underserved communities
- Preserve existing system
- Multimodal
- Improve safety

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Funding Sources

Federal Sources

Characteristics

- Work through Federal Transit Administration/Federal Highway Administration/Federal Railroad Administration
- Appropriated by Federal Register
- Must be Programmed in an approved RTIP

Examples

Formula

- RSTP/STBG – most flexible
- CMAQ – air quality benefits
- CRP – carbon reduction benefits
- FTA 5307 – for transit capital projects planning

Competitive

- FRA: CRISI, SOGR, INFRA, RCE, FSP
- MEGA
- SS4A
- RAISE



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Funding Sources

Federal Funds

Strings

- NEPA
- Eligibility requirements
- Varying match requirements
- Invoicing requirements
- Programming
- Available authorization
- Project closeout

Funding Sources

Federal Sources

Priorities

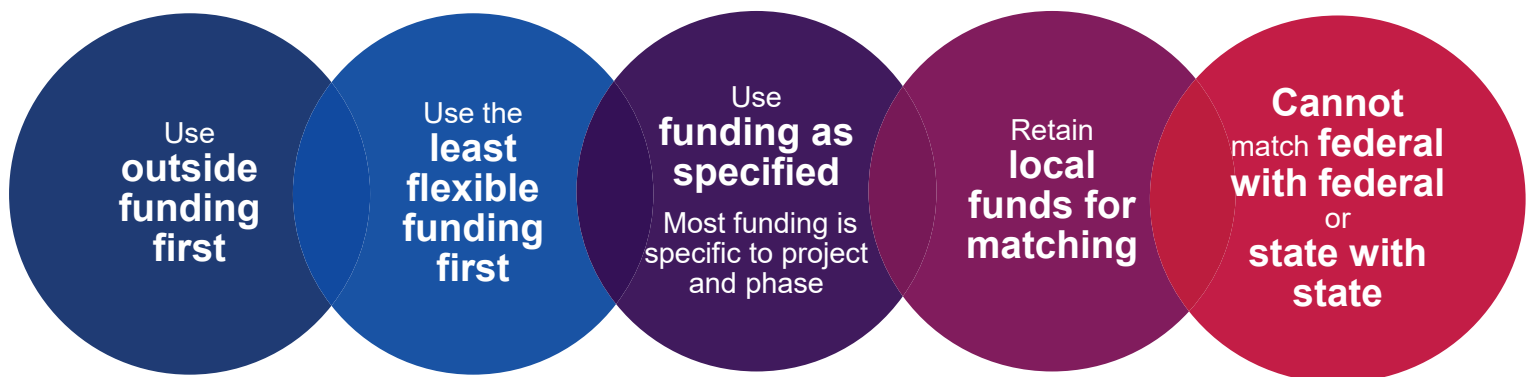
- Supported by cost-benefit requirements and data-driven decisions
- Avoiding adverse impacts to communities (such as noise and water pollution; disruption of communities); supporting positive impacts (increased access to jobs, healthcare, commercial activity)
- Have strong co-funding requirements and adhere to Buy America
- DBE Requirements
- Federal Laws continue to evolve

Trends in Funding

- More competitive programs
- Less flexible funding
- More fund sources per project
- Federal funds are being used on more projects



Current Funding Principles



Bringing it all together

Complete
actions to
secure
funding



What phase?



Does the project
qualify?



When are
funds needed?



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Key Takeaways

- Not all funding is flexible – restrictions and guidelines must be followed
- Non-compliance can lead to a loss of funds
- Successful fund management requires planning, oversight and collaboration with other agencies
- Projects must meet external criteria which may not be in alignment with regional priorities

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Questions

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PART III: Budget: Guiding Principles & Priorities

Board Retreat
May 2, 2025

1

What We Do



PLAN



BUILD



PRESERVE



PROVIDE

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SANDAG Mandates

Not highlighted

FEDERAL

Metropolitan Planning Organization

- Regional Plan

STATE

Regional Transportation Planning Agency

- Regional Plan

Council of Governments

- Regional Housing Needs Assessment (RHNA)

Consolidated Agency

- Plan and build transportation projects

TRANSNET

Regional Transportation Commission

- TransNet program, oversight, and funding



LOCAL

Automated Regional Justice Information System (ARJIS)

- Cross-jurisdictional criminal justice data



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Planning and Budgeting Efforts

Regional Plan

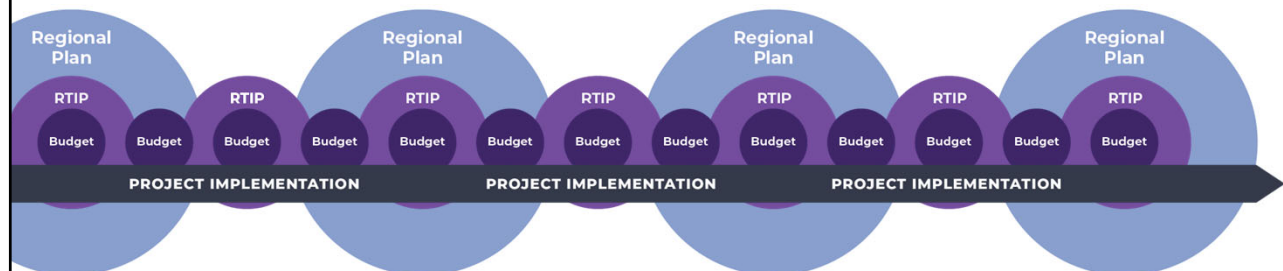
- Conceptual long-term vision (30 years)
- Updated every 4 years

Budget

- Financial plan for projects with identified funding (planning projects: 1 year, capital projects: 10 years)
- Updated annually (fiscal year spans July 1 to June 30)

RTIP

- Near-term investment plan (5 years)
- Projects and programs that were identified through Regional Plan and Budget process with committed funding
- Updated every 2 years



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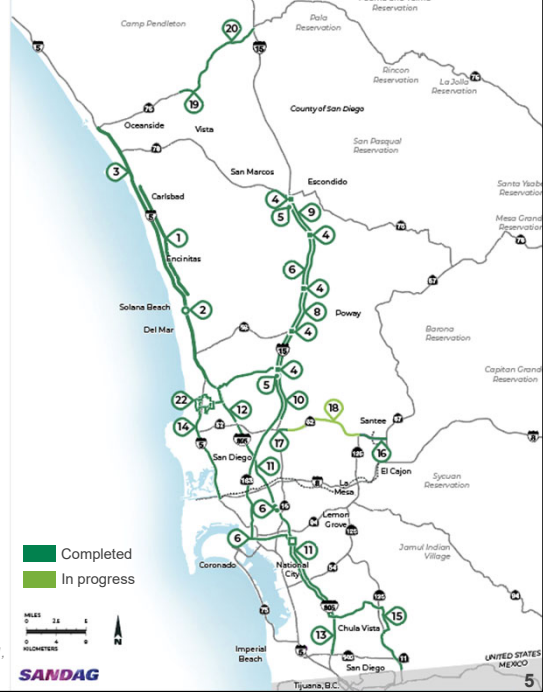
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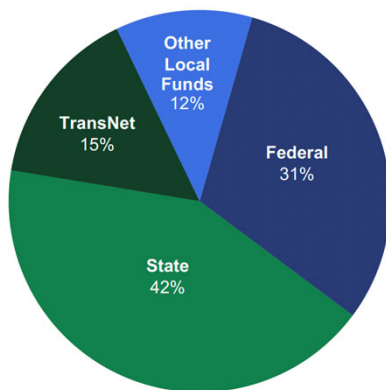
Project list from BOD Meeting Agenda, Dec. 16, 2005, Item 11, Attachment 2, p. 18, "TransNet EAP: Project Descriptions"



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Source: FY 2026 Final Budget, chapters 2, 3, and 5.

6

Funding Comes with Strings

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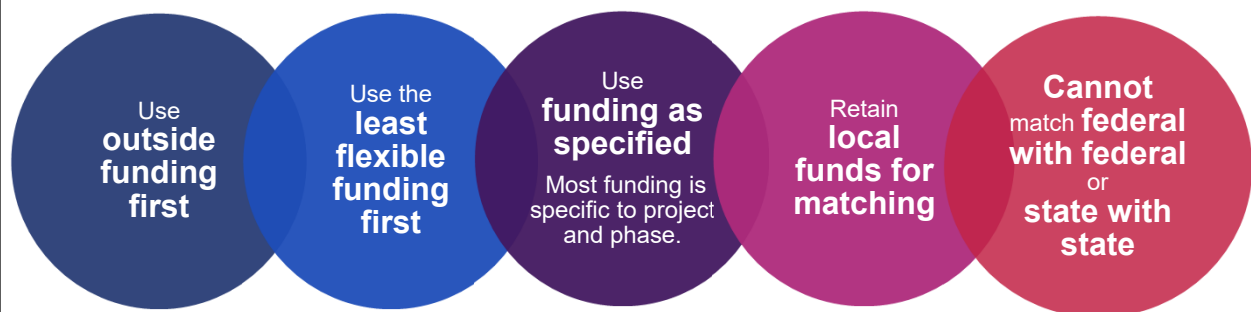


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Current Funding Principles

Optimizes funding by sources and strings



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Current Strategy

Policy
Consider policy and directives at local/state/federal levels.



Delivery
Project/program readiness and risk

Funding
Cost, current funding, funding needs, current funding constraints.

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Parallel Process: Now and Then



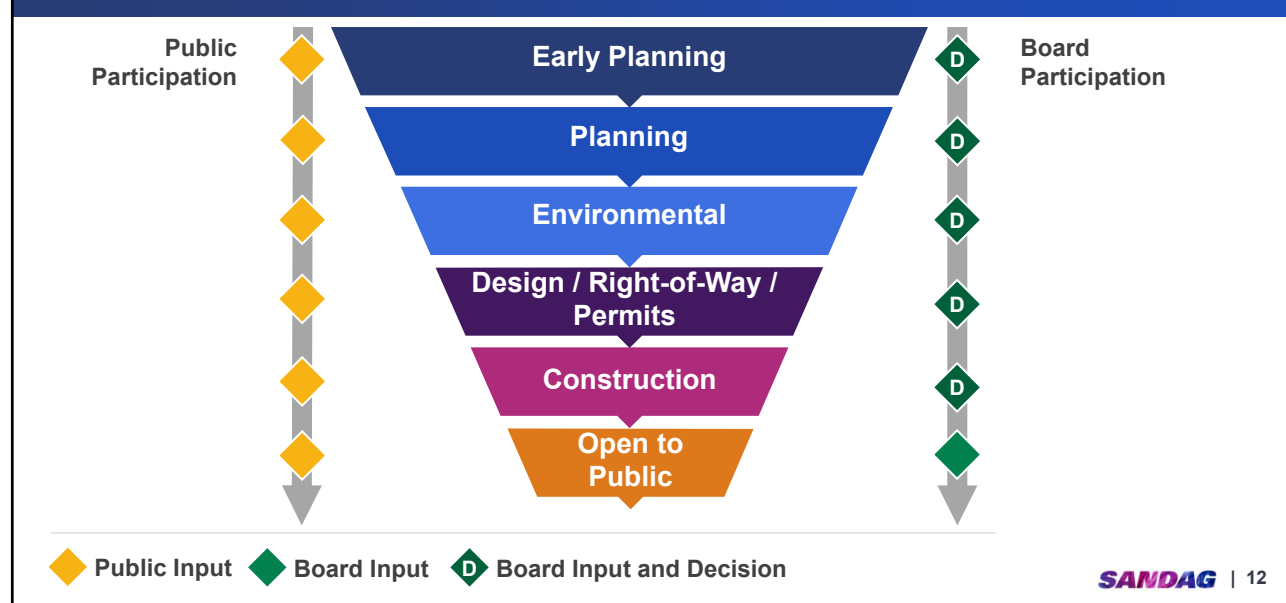
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Flexible Funding



11

Balanced Delivery



12

Optimizing Opportunities for Funding Example

Inland Rail Trail

- Divided project into multiple phases
- Allows each phase to be eligible for different funding based on where it is in project process

