



Board of Directors Agenda

Friday, July 11, 2025
10:30 a.m. to 12:30 p.m.

Welcome to SANDAG. The Board of Directors meeting scheduled for Friday, July 11, 2025, will be held in person in the SANDAG Board Room. While Board of Directors members will attend in person, members of the public will have the option of participating either in person or virtually.

For public participation via Zoom webinar, click the link to join the meeting: <https://us02web.zoom.us/j/89224536316>

Webinar ID: 892 2453 6316

To participate via phone, dial a number based on your current location in the US:

+1 (669) 900-6833 +1 (929) 205-6099 International numbers available: <https://us02web.zoom.us/j/89224536316>

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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 meeting 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 verbal comment during the meeting, please fill out a speaker slip, which can be found in the lobby. If you have joined the Zoom meeting by computer or phone, please use the "Raise Hand" function to request to provide public comment. On a computer, the "Raise Hand" feature is on the Zoom toolbar. By phone, enter *9 to "Raise Hand" and *6 to unmute. Requests to provide live public comment must be made at the beginning of the relevant item, and no later than the end of any staff presentation on the item. The Clerk will call on members of the public who have timely requested to provide comment by name for those in person and joining via a computer, and by the last three digits of the phone number of those joining via telephone. Should you wish to display media in conjunction with your comments, please inform the Clerk when called upon. The Clerk will be prepared to have you promoted to a position where you will be able to share your media yourself during your allotted comment time. In-person media sharing must be conducted by joining the Zoom meeting on the personal device where the content resides. Please note that any available chat feature on the Zoom meeting platform should be used by panelists and attendees solely for procedural or other "housekeeping" matters as comments provided via the chat feature will not be retained as part of the meeting record. All comments to be provided for the record must be made in writing via email or speaker slip, or verbally per the instructions above.

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To hear the verbatim discussion on any agenda item following the meeting, the [audio/video](#) recording of the meeting is accessible on the SANDAG website.

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Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al (619) 699-1900 al menos 72 horas antes de la reunión.

Message from the Clerk: In compliance with Government Code §54952.3, the Clerk hereby announces that the compensation for legislative body members attending the following simultaneous or serial meetings is: Executive Committee (EC) \$100, Borders Committee (BC) \$100, Board of Directors (BOD) \$150, and Regional Transportation Commission (RTC) \$100. Compensation rates for the EC, BC, and BOD are set pursuant to the SANDAG Bylaws, and the compensation rate for the RTC is set pursuant to state law.

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This meeting will be conducted in English, and simultaneous interpretation will be provided in Spanish. 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.

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[ជំនួយភាសាឥតគិតថ្លៃ | ఉచిత భాషా సహాయం | ການຊ່ວຍເຫຼືອດ້ານພາສາພຣີ | Kaalmada Luqadda ee Bilaashka ah |](#)

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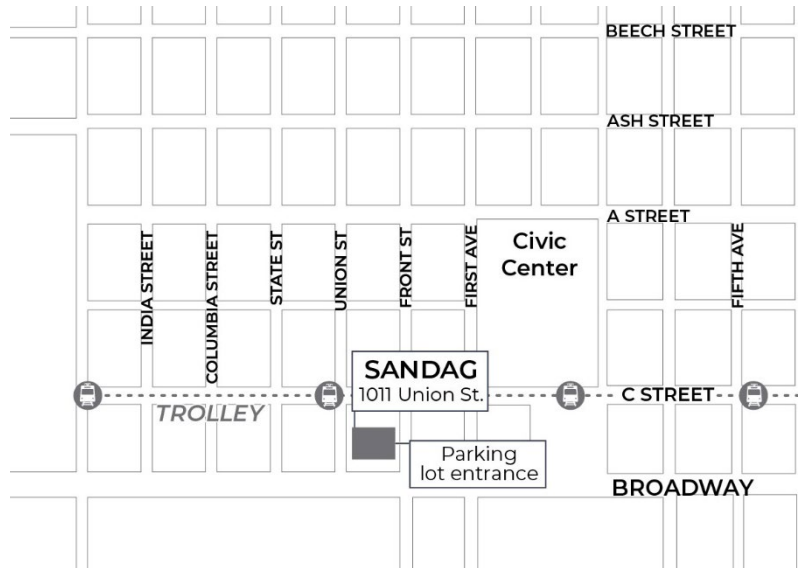
Vision Statement: *Pursuing a brighter future for all*

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.



SANDAG Board of Directors

The Board of Directors serves as the governing body of SANDAG and is made up of elected mayors, councilmembers, and county supervisors that are appointed from each of the region's 19 local governments. The Board of Directors serves as the forum for bringing together our local governments and public agencies to plan, program, and implement cooperative comprehensive planning across the San Diego region. Members are eligible recipients of salary, per diem, and/or reimbursement of expenses from their associated governmental entity. Mayor John Duncan, Councilmember Luz Molina, and Councilmember Jewel Edson are non-salaried members of the FACT Board of Directors. Members should notify the Clerk of the Board if any information is incomplete or incorrect.

Chair	Vice Chair	Second Vice Chair	Chief Executive Officer
Hon. Lesa Heebner	Hon. Joe LaCava	Hon. John Minto	Mario Orso
City of Carlsbad Hon. Kevin Shin, Councilmember (A) Hon. Priya Bhat-Patel, Mayor Pro Tem (A) Hon. Keith Blackburn, Mayor		City of Santee Hon. John Minto, Mayor (A) Hon. Laura Koval, Councilmember (A) Hon. Ronn Hall, Councilmember	
City of Chula Vista Hon. Carolina Chavez, Deputy Mayor (A) Hon. Cesar Fernandez, Councilmember (A) Hon. Michael Inzunza, Councilmember		City of Solana Beach Hon. Lesa Heebner, Mayor (A) Hon. David A. Zito, Councilmember (A) Hon. Jewel Edson, Councilmember	
City of Coronado Hon. John Duncan, Mayor (A) Hon. Carrie Downey, Councilmember (A) Hon. Mark Fleming, Councilmember (A) Hon. Amy Steward, Councilmember		City of Vista Hon. Katie Melendez, Deputy Mayor (A) Hon. Dan O'Donnell, Councilmember (A) Hon. John Franklin, Mayor	
City of Del Mar Hon. Terry Gaasterland, Mayor (A) Hon. Tracy Martinez, Deputy Mayor (A) Hon. John Spelich, Councilmember		County of San Diego Vacant Hon. Joel Anderson, Supervisor (A) Hon. Terra Lawson-Remer Supervisor (A) Hon. Monica Montgomery Steppe, Supervisor	
City of El Cajon Hon. Bill Wells, Mayor (A) Hon. Steve Goble, Councilmember		Advisory Members	
City of Encinitas Hon. Bruce Ehlers, Mayor (A) Hon. Marco San Antonio, Councilmember (A) Hon. Joy Lyndes, Deputy Mayor		Imperial County Jesus Eduardo Escobar, Supervisor Imperial County (A) Vacant	
City of Escondido Hon. Dane White, Mayor (A) Hon. Judy Fitzgerald, Councilmember (A) Hon. Joe Garcia, Councilmember		California Department of Transportation Ann Fox, Executive District 11 Director (A) Melina Pereira (A) Caridad Sanchez	
City of Imperial Beach Hon. Jack Fisher, Councilmember (A) Hon. Mitch McKay, Councilmember (A) Hon. Matthew Leyba-Gonzalez, Councilmember		Metropolitan Transit System Hon. Matthew Leyba-Gonzalez (A) Hon. Patricia Dillard (A) Hon. Ronn Hall	
City of La Mesa Hon. Mark Arapostathis, Mayor (A) Hon. Lauren Cazares, Councilmember (A) Hon. Laura Lothian, Councilmember		North County Transit District Hon. Jewel Edson (A) Hon. Priya Bhat-Patel (A) Hon. Mike Sannella	
City of Lemon Grove Hon. Alysson Snow, Mayor (A) Hon. Jennifer Mendoza, Mayor Pro Tem (A) Hon. Jessyka Heredia, Councilmember		U.S. Department of Defense Dennis Keck, Navy Region Southwest Executive Director (A) Anna Shepherd, Navy Region Southwest (A) Muska Laiq, Navy Region Southwest	
City of National City Hon. Luz Molina, Councilmember (A) Hon. Ron Morrison, Mayor (A) Hon. Ditas Yamane, Councilmember		Port of San Diego Dan Malcolm, Commissioner (A) Job Nelson	
City of Oceanside Hon. Esther Sanchez, Mayor (A) Hon. Eric Joyce, Deputy Mayor (A) Hon. Jimmy Figueroa, Councilmember		San Diego County Water Authority Hon. Joy Lyndes (A) Joel Scalzitti (A) Valentine Macedo, Jr.	
City of Poway Hon. Steve Vaus, Mayor (A) Hon. Peter De Hoff, Councilmember (A) Hon. Christopher Pikus, Councilmember		San Diego County Regional Airport Authority Gil Cabrera, Chair (A) James Sly, Board member	
City of San Diego Hon. Joe LaCava, Council President (A) Hon. Vivian Moreno, Councilmember (A) Hon. Sean Elo-Rivera, Councilmember Hon. Todd Gloria, Mayor (A) Hon. Kent Lee, Council President Pro Tem (A) Hon. Marni Von Wilpert, Councilmember		Southern California Tribal Chairmen's Association Hon. Raymond Welch, Chairman, Barona Band of Mission Indians Hon. Cody Martinez, Chairman, Sycuan Band of the Kumeyaay Nation	
City of San Marcos Hon. Rebecca Jones, Mayor (A) Hon. Ed Musgrove, Councilmember (A) Hon. Mike Sannella, Councilmember		Mexico Hon. Alicia Kerber-Palma Cónsul General of Mexico (A) Hon. Gilberto Luna Deputy Cónsul General of Mexico	
		Association of Planning Groups Hon. Robin Joy Maxson (A) Hon. Eileen Delaney	

Board of Directors

Friday, July 11, 2025

Comments and Communications

1. Non-Agenda Public Comments/Member Comments

Members of the public shall have the opportunity to address the Board of Directors 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. Public comments under this agenda item will be limited to eight public speakers. If the number of public comments under this agenda item exceeds eight, additional public comments will be taken at the end of the agenda. Board members and SANDAG staff also may present brief updates and announcements under this agenda item.

Consent

+2. Approval of Meeting Minutes

Approve

Michael Garcia, SANDAG

The Board of Directors is asked to approve the minutes from its June 27, 2025, meeting.

[Meeting Minutes](#)

+3. Policy Advisory Committee Actions

Approve

Francesca Webb, SANDAG

The Board of Directors is asked to ratify the actions taken by the Policy Advisory Committees as noted in the report.

[Policy Advisory Committee Actions](#)

[Att. 1 - Draft July 25, 2025, Board of Directors Meeting Agenda](#)

[Att. 2 - Legislative Status Report](#)

+4. Meetings and Events Attended on Behalf of SANDAG

Information

Francesca Webb, SANDAG

This report provides an update on meetings and events attended by members of the SANDAG Board of Directors.

[Meetings and Events Attended on Behalf of SANDAG](#)

Closed Session

5. Closed Session: Conference with Legal Counsel - Existing Litigation Pursuant to Government Code Section 54956.9(D)(1) -- Warrem v. San Diego Association of Governments (San Diego Superior Court Case No. 37-2023-00050222)

Amberlynn Deaton, SANDAG

The Board of Directors will be briefed regarding the status of the referenced litigation.

6. Closed Session: Public Employee Performance Evaluation (Gov. Code section 54957(b)(1))

SANDAG Chair Lesa Heebner

The Board of Directors will meet in closed session to conduct the performance evaluation of the Chief Executive Officer.

Reports

7. Chief Executive Officer Performance Evaluation, Compensation, and FY 2026 Goals

+7A. Chief Executive Officer: Performance Review and Compensation Adjustment *SANDAG Chair Lesa Heebner*

Discussion
/ Possible
Action

The Board of Directors is asked to discuss the Chief Executive Officer's performance evaluation results and consider a compensation adjustment.

[Chief Executive Officer Performance Review and Compensation Adjustment](#)

+7B. Chief Executive Officer FY 2026 Performance Goals and Objectives *Mario Orso, SANDAG*

Approve

The Board of Directors is asked to approve the proposed FY 2026 Performance Goals and Objectives for the Chief Executive Officer.

[Chief Executive Officer FY 2026 Performance Goals and Objectives](#)
[Att. 1 - FY 2026 CEO Proposed Goals, Objectives, and Metrics](#)
[Presentation](#)

+8. Flexible Fleets Pilot Grant Program Final Call for Projects *Khalisa Bolling, SANDAG*

Approve

The Transportation Committee recommends that the Board of Directors approve the release of the Flexible Fleets Pilot Grant Program call for projects.

[Flexible Fleets Pilot Grant Program Final Call for Projects](#)
[Att. 1 - Final Flexible Fleets Pilot Grant Program Call for Projects](#)
[Att. 2 - Final Flexible Fleets Pilot Grant Program Performance Metrics](#)
[Att. 3 - Final Flexible Fleets Pilot Grant Program Scoring Rubric](#)
[Att. 4 - Summary of FFGP Feedback and Revisions](#)
[Presentation](#)

Adjournment

9. Adjournment

The next Board of Directors meeting is scheduled for Friday, July 25, 2025, at 9:00 a.m.

+ next to an agenda item indicates an attachment

* next to an agenda item indicates that the Board of Directors also is acting as the San Diego County Regional Transportation Commission for that item

June 27, 2025, Board of Directors Meeting Minutes

[View Meeting Video](#)

Chair Lesa Heebner (Solana Beach) called the meeting of the Board of Directors to order at 9:01 a.m.

1. Non-Agenda Public Comments / Member Comments

Public Comments: Purita Javier, Cesar Javier, Truth, Allegedly Audra, Silvia Irigoyen-Adame, William Perno, KC, Mitch Silverstein, Paul the Bold, Blair Beekman.

Member Comments: Mayor Rebecca Jones (San Marcos), Gil Cabrera (San Diego County Regional Airport Authority), Deputy Mayor Joy Lyndes (San Diego County Water Authority), Deputy Mayor Katie Melendez (Vista), Chairwoman Robin Joy Maxon (Association of Planning Groups), Mayor Bill Wells (El Cajon).

Chief Executive Officer Mario Orso provided an update on agency activities.

Consent

2. Approval of Meeting Minutes

The Board of Directors was asked to approve the minutes from the June 13, 2025, Board meeting.

3. Chief Executive Officer Delegated Actions

In accordance with various Board Policies, this report summarized delegated actions taken by the Chief Executive Officer.

4. FY 2026 Transportation Development Act and State Transit Assistance Claims

The Transportation Committee recommended that the Board of Directors:

1. Adopt Resolutions Nos. 2025-15 through 2025-20, approving the FY 2026 Transportation Development Act and State Transit Assistance (STA) claims in substantially the same form as the attached resolutions; and
2. Approve the STA findings as certified by North County Transit District.

Public Comments: Cesar Javier, Truth, Allegedly Audra, Blair Beekman, Paul the Bold, Consuelo.

Action: Upon a motion by Second Vice Chair John Minto (Santee) and a second by Deputy Mayor Carolina Chavez (Chula Vista), the Board voted to approve the Consent agenda.

The motion passed.

Yes: Chair Heebner, Vice Chair Joe LaCava (City of San Diego), Second Vice Chair Minto, Councilmember Kevin Shin (Carlsbad), Deputy Mayor Chavez, Mayor John Duncan (Coronado), Supervisor Joel Anderson (County of San Diego), Mayor Wells, Mayor Bruce Ehlers (Encinitas), Councilmember Jack Fisher (Imperial Beach), Mayor Alysson Snow (Lemon Grove), Councilmember Luz Molina (National City), Mayor Jones, and Deputy Mayor Melendez.

No: Mayor Dane White (Escondido).

Abstain: None.

Absent: Del Mar, La Mesa, Oceanside, Poway.

Reports

5. Specialized Transportation Grant Program Cycle 13 Call for Projects Funding Recommendations

Grants Program Manager Jenny Russo presented the item. The Transportation Committee recommended that the Board of Directors approve the funding recommendations for the Specialized Transportation Grant Program Cycle 13 call for projects as detailed in the report.

Public Comments: Cesar Javier, Truth, Allegedly Audra, Blair Beekman, Paul the Bold, Consuelo.

Action: Upon a motion by Councilmember Molina and a second by Mayor Snow, the Board of Directors voted to approve the funding recommendations for the Specialized Transportation Grant Program Cycle 13 call for projects as detailed in the report.

The motion passed.

Yes: Chair Heebner, Vice Chair LaCava, Second Vice Chair Minto, Councilmember Shin, Deputy Mayor Chavez, Mayor Duncan, Supervisor Anderson, Mayor Wells, Mayor Ehlers, Mayor White, Councilmember Fisher, Mayor Snow, Councilmember Molina, Mayor Jones, and Deputy Mayor Melendez.

No: None.

Abstain: None.

Absent: Del Mar, La Mesa, Oceanside, Poway.

6. Procurements 101

Managers of Contracts and Procurement Susana Tello and Janet Bessent provided an overview of the agency's procurement process, including key policies, procedures, and roles involved in contracting and purchasing activities.

Public Comments: Cesar Javier, Truth, Allegedly Audra, Blair Beekman, Paul the Bold, Consuelo, Gambler

Action: Information.

7. Adjournment

The next Board of Directors meeting is Friday, July 11, 2025, at 10:30 a.m.

Chair Heebner adjourned the meeting at 11:35 a.m.

Confirmed Attendance at SANDAG Board of Directors Meeting

Board of Directors	Title	Name	Attend
City of Carlsbad	Councilmember	Kevin Shin (Primary)	Yes
City of Chula Vista	Deputy Mayor	Carolina Chavez (Primary)	Yes
City of Coronado	Mayor	John Duncan (Primary)	Yes
County of San Diego	Supervisor	Vacant (Primary)	—
County of San Diego	Supervisor	Joel Anderson (Primary)	Yes
City of Del Mar	Mayor	Terry Gaasterland (Primary)	No
City of El Cajon	Mayor	Bill Wells (Primary)	Yes
City of Encinitas	Mayor	Bruce Ehlers (Primary)	Yes
City of Escondido	Mayor	Dane White (Primary)	Yes
City of Imperial Beach	Councilmember	Jack Fisher (Primary)	Yes
City of La Mesa	Mayor	Mark Arapostathis (Primary)	No
City of Lemon Grove	Mayor	Alysson Snow (Primary)	Yes
City of National City	Councilmember	Luz Molina (Primary)	Yes
City of Oceanside	Mayor	Esther Sanchez (Primary)	No
City of Poway	Mayor	Steve Vaus (Primary)	No
City of San Diego	Council President Pro Tem	Kent Lee (Alternate)	Yes
City of San Diego	Vice Chair	Joe LaCava (Primary)	Yes
City of San Marcos	Mayor	Rebecca Jones (Primary)	Yes
City of Santee	Second Vice Chair	John Minto (Primary)	Yes
City of Solana Beach	Chair	Lesa Heebner (Primary)	Yes
City of Vista	Deputy Mayor	Katie Melendez (Primary)	Yes
Caltrans	Deputy Director	Melina Periera (Alternate)	Yes
Metropolitan Transit System	Councilmember	Matthew Leyba-Gonzalez (Primary)	Yes
North County Transit District	Councilmember	Jewel Edson (Primary)	Yes
Imperial County	Supervisor	Jesus Eduardo Escobar (Primary)	Yes
U.S. Department of Defense		Muska Laiq (Alternate)	Yes
Port of San Diego	Commissioner	Dan Malcolm (Primary)	Yes
San Diego County Water Authority	Deputy Mayor	Joy Lyndes (Primary)	Yes
SDCRAA		Gil Cabrera (Primary)	Yes
Mexico	Consul General	Alicia Kerber-Palma (Primary)	No
SCTCA	Chairman	Raymond Welch (Primary)	Yes
Association of Planning Groups	Chairwoman	Robin Joy Maxson (Primary)	Yes

Policy Advisory Committee Actions

Overview

[SANDAG Board Policy No. 001](#) delegates certain responsibilities to the Policy Advisory Committees to allow SANDAG to effectively address key public policy and funding responsibilities. All items delegated to the policy advisory committees are subject to ratification by the Board of Directors. Below are the delegated actions taken by the policy advisory committees that are subject to ratification.

The links provided below will navigate to the SANDAG web page where the meeting agenda and minutes (when available) will be posted. Any action taken that differs from those below will be reported to the Board at the July 11 meeting.

[Executive Committee – July 11, 2025](#)

Approved the draft July 25, 2025, Board of Directors meeting agenda.

Approved taking “support” positions on Assembly Bill 259 (Rubio) and Assembly Bill 655 (Alvarez); and approved distribution of the proposed letter reflecting the Regional Housing Needs Assessment and housing principles outlined by the Committee at its May 9, 2025, meeting.

Robyn Wapner, Senior Director, Public Affairs and Internal Operations

Attachments: 1. Draft July 25, 2025, Board of Directors Meeting Agenda
2. Legislative Status Report

Action: **Approve**

The Board of Directors is asked to ratify the actions taken by the Policy Advisory Committees as noted in the report.

Fiscal Impact:

None.

Schedule/Scope Impact:

None.

Board of Directors

Friday, July 25, 2025

Comments and Communications

1. Non-Agenda Public Comments/Member Comments

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Consent

+2. Approval of Meeting Minutes

Francesca Webb, SANDAG

Approve

The Board of Directors is asked to approve the minutes from its July 11, 2025, meeting.

+3. Policy Advisory Committee Actions

Francesca Webb, SANDAG

Approve

The Board of Directors is asked to ratify the actions taken by the Policy Advisory Committees as noted in the report.

+4. Approval of Proposed Solicitations

Kelly Mikhail, SANDAG

Approve

The Board of Directors is asked to authorize the Chief Executive Officer to conduct the proposed solicitation(s) and contract awards as identified in this report.

+5. Review of Draft Board Agenda

Ariana Galvan, SANDAG

Approve

The Board of Directors is asked to approve the draft agendas for the September 12, 2025, Board of Directors meeting.

+6. 2025 Regional Transportation Improvement Program Amendment No. 8*

Richard Radcliffe, SANDAG

Adopt

The Board of Directors, acting as the Regional Transportation Commission, is asked to adopt resolution RTC-2025-xx, approving Amendment No. 8 to the 2025 Regional Transportation Improvement Program.

+7. Housing Acceleration Program (HAP) Grant Amendment

Goldy Herbon, SANDAG

Approve

The Regional Planning Committee recommends that the Board of Directors approve an amendment to the City of San Diego's HAP Cycle 2 grant agreement for a scope change.

Reports

- +8. 2025 TransNet Independent Taxpayer Oversight Committee Annual Report***
Maryam Babaki, FY 2025 ITOC Chair

Information

In accordance with the TransNet Extension Ordinance, Maryam Babaki, TransNet ITOC Chair, will present the 2025 TransNet ITOC Annual Report, including the results of the FY 2024 TransNet Fiscal and Compliance Audit and the status of implementation of recommendations from the FY 2015, 2018, 2021, and 2024 TransNet Triennial Performance Audits.

- +9. Proposed Updates to Board Policies**
Julie Wiley, SANDAG

Approve

The Executive Committee recommends that the Board of Directors approve the proposed updates to Board Policies.

Closed Session

- 10. Closed Session – Conference with Legal Counsel Pursuant to Government Code Section 54956.9(D)(4): Potential Initiation of Litigation (One Potential Case)**

Betsy Blake and David Cortez, SANDAG; Brad Kuhn, Nossaman

- 11. Closed Session – Conference with Legal Counsel Pursuant to Government Code Section 54956.9(D)(4): Potential Initiation of Litigation (One Potential Case)**

Betsy Blake and David Cortez, SANDAG; Brad Kuhn, Nossaman

Adjournment

- 12. Adjournment**

The next Board of Directors meeting is scheduled for Friday, September 12, 2025, at 10:30 a.m.

+ next to an agenda item indicates an attachment

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Executive Committee

Item: **4**

July 11, 2025

Legislative Status Report

Overview

The SANDAG legislative team brings forward bills that advance SANDAG priorities and projects and align with SANDAG's Legislative Program.

Key Considerations

SANDAG staff is recommending a "support" position on Assembly Bill 259 (Rubio) and Assembly Bill 655 (Alvarez). Support of a bill means that SANDAG and its advocates will work to pursue passage of the legislation through letters of support, participation in hearings, and related activities.

Staff also is requesting approval of the proposed RHNA letter, as requested by the Executive Committee during its May 9, 2025, meeting. This letter will be used to convey SANDAG's RHNA and housing development legislative principles to the San Diego delegation, related legislative committees, and administration officials.

Action: Approve

The Executive Committee is asked to take "support" positions on Assembly Bill 259 (Rubio) and Assembly Bill 655 (Alvarez); and approve distribution of the proposed letter reflecting the Regional Housing Needs Assessment and housing principles outlined by the Committee at its May 9, 2025, meeting.

Fiscal Impact:

None.

Schedule/Scope Impact:

None.

Assembly Bill 259 (Rubio): [Open meetings: local agencies: teleconferences](#)

Assembly Bill 259, authored by Assemblymember Blanca Rubio from West Covina, would extend provisions enacted by AB 2449 (Rubio, 2022) until January 1, 2030. These provisions permit members of a legislative body of a local agency to utilize teleconferencing without requiring each teleconference location to be identified in the meeting notice and agenda, and without mandating public accessibility to each teleconference location, provided certain conditions are met. These provisions are currently set to expire on January 1, 2026.

The teleconferencing authority applies exclusively under specific circumstances defined as "emergency circumstances," such as physical or family medical emergencies that prevent in-person attendance, or "just cause" scenarios, including childcare and family care responsibilities, contagious illness, or official travel related to public agency business. This authorization for remote participation is contingent upon limits associated with the frequency of the legislative body's meetings, thereby enabling public agency members to represent their constituents effectively, even amid medical or personal circumstances that impede in-person attendance.

Support for this legislation aligns with SANDAG's Legislative Program Goal No. 20, advocating for policies and legislation promoting governmental efficiency and cost savings.

Assembly Bill 655 (Alvarez): [California-Mexico Border Relations Council](#)

This bill, by Assemblymember David Alvarez from Chula Vista, would authorize the Speaker of the Assembly and the Senate President pro Tempore to appoint a member each from their respective bodies to CalEPA's California-Mexico Border Relations Council. The Council serves as the central coordinating body for state agencies working on binational matters, including water quality and pollution control, air quality, public health emergencies, infrastructure enhancement, and data-driven policy coordination.

The appointed members would represent a district that includes the international border and serve as ex officio, nonvoting members. This added representation could facilitate more effective state responses to local matters, such as cross-border pollution that negatively impacts local communities.

AB 655 is consistent with SANDAG's Legislative Program Goal No. 17, to support efforts assisting the implementation of policy and funding strategies to address key environmental issues, including environmental mitigation, climate resiliency, habitat conservation, beach restoration and replenishment, coastal erosion, and water quality-related issues such as Tijuana River Valley sewage pollution.

Additional Legislative Status Updates

Senate Bill 10 (Padilla)

This bill, introduced by Senator Steve Padilla, would allow toll revenues from the future Otay Mesa East Port of Entry to fund maintenance and operation costs of the International Boundary and Water Commission sewage treatment facility and the development of additional sanitation infrastructure projects related to the Tijuana River.

After a successful 20-10-1 vote on the Senate Floor, the bill has moved to the second house and been referred to the Assembly Transportation Committee with a hearing to be scheduled. SANDAG has been working with Senator Padilla's office to provide feedback to help mitigate any potential impacts that may jeopardize the development of the Otay Mesa East Port of Entry Project.

Senate Bill 79 (Wiener)

This bill, introduced by Senator Scott Wiener, would establish that housing developments within specified distances of designated transit stops—categorized into Tier 1, 2, or 3 based on service frequency and type—must be allowed by-right with specific minimum height, density, and floor area ratio standards, overriding local zoning restrictions and housing element plans. This bill was opposed by the SANDAG Board of Directors on June 13, 2025.

SANDAG submitted an opposition letter for SB 79 to Senator Wiener's office and the Assembly Housing and Community Development Committee ahead of the bill's hearing scheduled for July 2, 2025. Staff will continue to track developments and will provide public testimony in opposition to this bill at its upcoming hearing.

Next Steps

Pending approval by the Executive Committee, SANDAG will notify the authors of AB 259 and AB 655 of its position and advocate on behalf of the passage of the bills.

Hannah Stern, Acting Director of Public Affairs

- Attachments:
1. State Report from Ellison Wilson Advocacy, LLC
 2. Federal Report from Peter Peyser Associates, LLC
 3. Border Report
 4. AB 259 (Rubio)
 5. AB 655 (Alvarez)
 6. Draft letter to San Diego state delegation on RHNA concerns

Meetings and Events Attended on Behalf of SANDAG

Overview

In accordance with Government Code § 53232.3, when members of a legislative body attend meetings at the expense of the local agency, a report is to be provided summarizing such meetings. Since the last report, members of the Board of Directors reported their participation in the following meetings and events on behalf of SANDAG. Key topics of discussion are also summarized.

June 8 - 11, 2025: NARC National Conference of Regions

Mayor Ron Morrison (City of National City) participated in the NARC Annual Conference as the officially appointed representative for SANDAG. The conference offers regional leaders valuable insight into key issues like housing, transportation, economic development, and public policy. Breakout sessions, workshops, and keynote panels provided Mayor Morrison an opportunity to explore practical solutions and emerging trends. Interactive events fostered collaboration and knowledge-sharing among peers. Topics included AI, equity, and innovative strategies in regional planning.

June 16, 2025: LOSSAN Board Meeting

Deputy Mayor Joy Lyndes (City of Encinitas) participated in the LOSSAN Board meeting as the officially appointed representative for SANDAG. The LOSSAN Board approved several third-quarter reports on performance, budget, and safety for the Pacific Surfliner. The Board authorized negotiations for temporary rail service between Ventura and Santa Barbara Counties in partnership with Southern California Regional Rail Authority/Metrolink. Checked baggage service on the Pacific Surfliner will be reinstated with a \$10 per bag fee and updated policy. Staff also provided updates on Pacific Surfliner service restoration and marketing efforts.

June 26, 2025: FACT Board Meeting

Councilmember Jewel Edson (City of Solana Beach) participated in the FACT Board meeting as the officially appointed representative for SANDAG. The FACT Board approved the FY 2025-2026 Budget Report and received updates on the Title VI and ADA Plan. The Board also received collaborative agency services - transit updates from MTS, RideFACTNOW, and Scripps Health. The meeting also featured updates on outreach efforts and a training session on Rules and Strategies for Nonprofit Boards to Engage in Advocacy.

Robyn Wapner, Acting Senior Director of Public Affairs and Internal Operations

Action: Information

This report provides an update on meetings and events attended by members of the SANDAG Board of Directors.

Fiscal Impact:

Members of the SANDAG Board of Directors receive a stipend from SANDAG for participation in meetings and events representing the agency: in-county \$100 per meeting or event; out-of-county, \$150 per day per meeting or event.

Funding for expenses related to these meetings is provided via Overall Work Program Project No. 9000100 in accordance with Article III, Section 5 of the SANDAG Bylaws.

Schedule/Scope Impact:

None.

Chief Executive Officer: Performance Review and Compensation Adjustment

Overview

The Board of Directors is required to establish and approve clear and measurable annual performance goals and review the demonstrated performance, at least annually, for the SANDAG Chief Executive Officer (CEO). The Board of Directors will be asked to review the performance of the CEO in closed session at its July 11, 2025, meeting. Pending the results of that discussion, the Board may be asked to consider a compensation adjustment for the CEO.

Key Considerations

At its December 13, 2024, meeting, the Board approved the FY 2025 CEO performance goals and objectives. Based on those metrics, the Board has been asked to determine whether the CEO's performance during the review period is considered satisfactory.

If the Board has determined that the CEO's performance for FY 2025 is satisfactory, a compensation adjustment ranging from approximately 2.7-2.9% could be considered, that would be retroactive to June 30, 2025. This percentage would align with the 3% compensation adjustment pool that was approved by the Board of Directors as part of the FY 2026 Program Budget and would be consistent with the salary adjustments expected to be available for eligible employees this fiscal year.

Next Steps

If the compensation adjustments are approved for the CEO, staff will process the retroactive pay increase effective June 30, 2025.

Lesa Heebner, Chair

Action: Discussion/Possible Action

The Board of Directors is asked to discuss the Chief Executive Officer's performance evaluation results and consider a compensation adjustment.

Fiscal Impact:

The FY 2026 Program Budget includes a 3% compensation adjustment pool.

Schedule/Scope Impact:

The SANDAG Chief Executive Officer performance evaluation is scheduled to be completed in July 2026, and on annual basis thereafter.

Chief Executive Officer FY 2026 Performance Goals and Objectives

Overview

The Board of Directors is required to establish and approve clear and measurable annual performance goals and review the demonstrated performance, at least annually, for the SANDAG Chief Executive Officer (CEO).

To support this review, a self-evaluation tool, Board discussion, leadership competency assessment, and a survey for Board members and employees will be used as part of the evaluation process.

Key Considerations

The proposed FY 2026 performance goals and objectives for the CEO are included as Attachment 1.

Next Steps

Pending approval by the Board, the proposed goals, objectives, and metrics will be used to conduct the annual CEO performance evaluation.

Mario Orso, Chief Executive Officer

Attachment: 1. FY 2026 CEO Proposed Goals, Objectives, and Metrics

Action: **Approve**

The Board of Directors is asked to approve the proposed FY 2026 Performance Goals and Objectives for the Chief Executive Officer.

Fiscal Impact:

None.

Schedule/Scope Impact:

The SANDAG Chief Executive Officer's performance evaluation is scheduled to be completed in July 2026, and on annual basis thereafter.

PROPOSED FY 2026 GOALS, OBJECTIVES, AND METRICS

GOALS	OBJECTIVES	METRICS
<p>Focus on the Fundamentals:</p> <p>Enhance the guardrails around our planning and implementation activities to ensure they consistently deliver meaningful, high-quality results.</p>	<p>Institute system of best practices, trainings, tools, technologies, and guidelines</p> <p>Example Action Items: agency trainings; project manager academy; data governance; contract management administration program</p>	<ul style="list-style-type: none"> • Development of administrative policies • Demonstrated understanding of agency processes based on training provided • Percent of ERP Phase 3 implementation
<p>Oversight and Transparency:</p> <p>Strengthen public trust with the Board and public by practicing open governance and providing clear, timely, and accessible information.</p>	<p>Provide accurate and accessible information to the Board and public, practice open communication with stakeholders, and employ practices and controls for continuous improvement and compliance</p> <p>Example Action Items: project dashboard; internal controls program; public engagement activities</p>	<ul style="list-style-type: none"> • Number of public engagement activities/comments received • Visits to SANDAG websites and dashboards • Number of corrective actions implemented
<p>Leadership and Structure:</p> <p>Create an aligned, efficient, and agile organizational and governance structure that is designed to meet our mandates and accessible to the public.</p>	<p>Define roles/responsibilities/functions across agency to support delivery of mandates, workload balance, enhance workforce engagement and employee morale, and build a culture of continuous improvement</p> <p>Example Action Items: organizational assessment of toll operations, capital, and planning programs; leadership and talent program; employee engagement study; PAC and WG refresh</p>	<ul style="list-style-type: none"> • Percent of employees aware of their role in achieving organizational/agency goals, core competencies, and mandates • Employee engagement survey results • Retention rates
<p>Deliver a safe, reliable multimodal transportation system and other mandated programs and services:</p> <p>Plan, build, maintain, and provide infrastructure improvements and other services in support of a sustainable and thriving future for all.</p>	<p>Deliver Board-approved Work Program, including TransNet, on time and on budget</p> <p>Example Action Items: Regional Plan; project performance indicators; priority project delivery strategy</p>	<ul style="list-style-type: none"> • Number of major capital and planning milestones met • Percent of TransNet corridors with work in progress and/or completed • Number of awarded contracts within 10% of engineer's estimate

PROPOSED FY 2026 GOALS, OBJECTIVES, AND METRICS

GOALS	OBJECTIVES	METRICS
<p>Ensure fiscal responsibility and accountability:</p> <p>Be responsible stewards of taxpayer dollars through transparent budgeting, effective project management, and clear communication of results.</p>	<p>Strengthen budget management through enhanced monitoring and implementation practices and develop a work plan to implement the Board's short- and long-term funding priorities</p> <p>Example Action Items: quarterly reports to Board; funding diversification strategy; right-size administrative and capital expenditures</p>	<ul style="list-style-type: none"> • Percent of debt service savings (bond refunding) • Timely financial reporting • Number/value of budget amendments due to cost increases and time delays
<p>Strengthen collaboration:</p> <p>Work closely with the Board, member jurisdictions, partner agencies, tribal governments, community organizations, and other partners to advance planning, programs, and project delivery.</p>	<p>Identify opportunities to leverage funding, cut costs, advance regional goals, and efficiently deliver projects and programs through partnerships and policy</p> <p>Example Action Items: RHNA/SB 375 reform; federal Surface Transportation Authorization bill; partner MOU's</p>	<ul style="list-style-type: none"> • Achievement of legislative goals • Partner survey results



Proposed CEO FY 2026 Performance Goals and Objectives

Board of Directors | Item 7B
Mario Orso, CEO
July 11, 2025

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Vision and Mission

Vision

Pursuing a brighter future for all.

Mission

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

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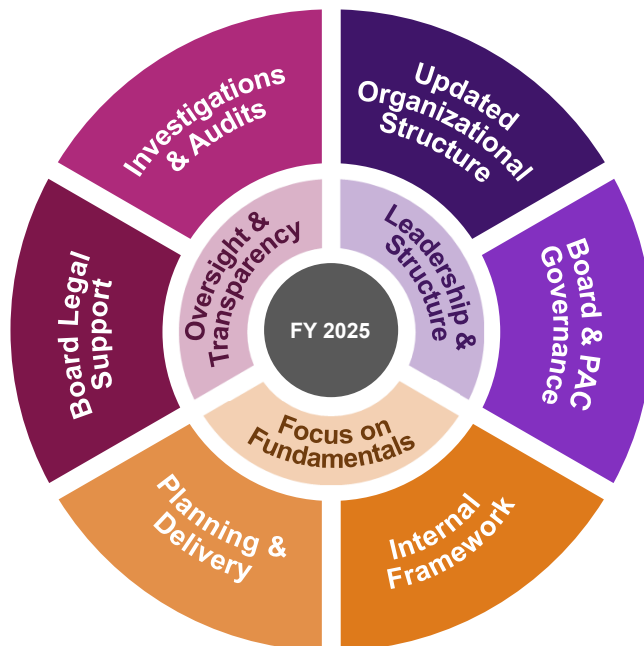
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FY 2025 Organizational Goals



3

FY 2025 Goals and Objectives



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FY 2026 Proposed Goals



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FY 2026 Proposed Goals

- **Deliver a safe, reliable multimodal transportation system and other mandated programs and services**
Plan, build, maintain, and provide infrastructure improvements and other services in support of a sustainable and thriving future for all.
- **Ensure fiscal responsibility and accountability**
Be responsible stewards of taxpayer dollars through transparent budgeting, effective project management, and clear communication of results.
- **Strengthen collaboration**
Work closely with member jurisdictions, partner agencies, tribal governments, community organizations, and other partners to advance planning, programs, and project delivery.

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FY 2026 Proposed Goals

- **Focus on the Fundamentals**

Enhance the guardrails around our planning and implementation activities to ensure they consistently deliver meaningful, high-quality results.

- **Oversight and Transparency**

Strengthen public trust by practicing open governance and providing clear, timely, and accessible information.

- **Leadership and Structure**

Create an aligned, efficient, and agile organizational and governance structure that is designed to meet our mandates and accessible to the public.

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FY 2026 Proposed Goals



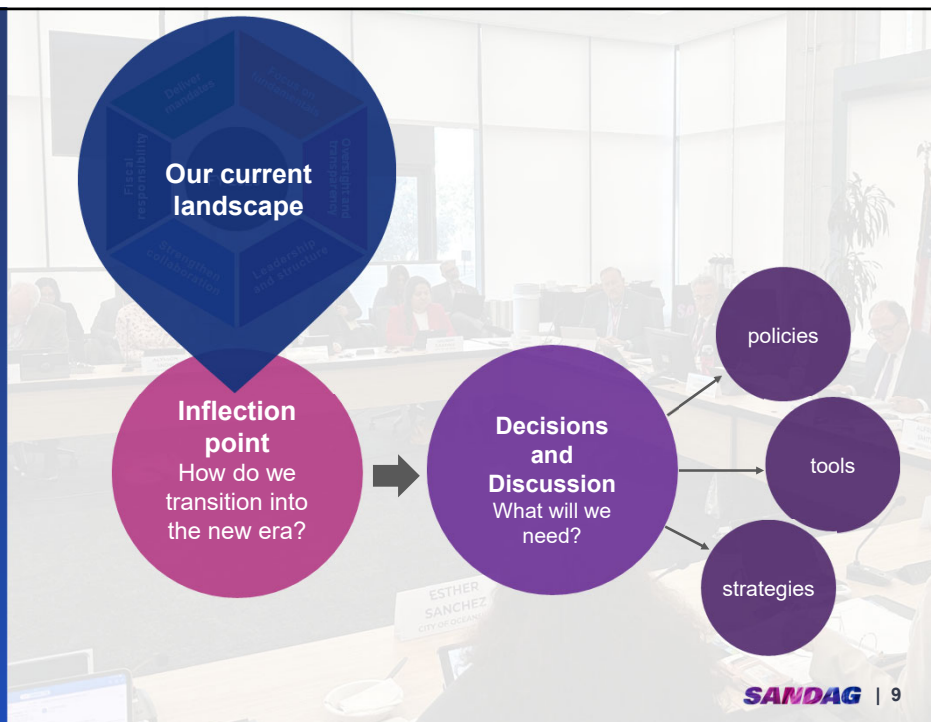
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Inflection Point

What is our direction going forward based on the realities of today?

- Programs and projects
- Mandates
- Funding
- Strategy



Flexible Fleets Pilot Grant Program Final Call for Projects

Overview

Flexible Fleets comprise various modes of on-demand, shared mobility services typically requested or reserved through a smartphone application or call center. In 2023, the Board of Directors approved an amendment to the budget that authorized federal funding to develop and implement a grant program to pilot Flexible Fleets projects in the region.

Key Considerations

The Flexible Fleets Pilot Grant Program is intended to pilot projects that expand shared mobility travel choices, enhance transit connections, fill transit gaps, improve air quality, and advance the goals of the Regional Plan. The Program will fund projects that can serve as models for the region and demonstrate the ability to sustain operations following the expiration of the grant.

A summary of the feedback received from working groups and Transportation Committee, along with the corresponding proposed changes, is included in Attachment 4. Staff condensed the performance metrics and made several revisions to the scoring criteria, outlined in Attachments 2 and 3. Based on direction from the Transportation Committee, staff will clarify the definition of “New Service” and “Existing Project” in the call for projects (Attachment 1), so applicants can better determine project eligibility. This revision is pending a response from the federal funding agency to our request for a clear definition of “existing project” and “new service”.

Eligible applicants include federal, state, and local governmental agencies, tribal governments, transit operators, and military institutions. Eligible costs will include service operations and supportive infrastructure expenses, as outlined in the call for projects (Attachment 1). Applicants must provide 11.47% of the total project cost in matching funds, which may include in-kind staff time.

Next Steps

With Board approval, the call for projects will be released in summer 2025. The application period will be open for 90 days. Applications will be reviewed by a qualified evaluation panel with experience in deploying and operating mobility services. The funding recommendations are expected to be brought to the Transportation Committee and the Board in early 2026. Projects would begin shortly thereafter.

Antoinette Meier, Senior Director of Regional Planning

Susan Huntington, Director of Financial Planning, Budgets, and Grants

- Attachments:
1. Final Flexible Fleets Pilot Grant Program Call for Projects
 2. Final Flexible Fleets Pilot Grant Program Performance Metrics
 3. Final Flexible Fleets Pilot Grant Program Scoring Rubric
 4. Summary of FFGP Feedback and Revisions

Action: Approve

The Transportation Committee recommends that the Board of Directors approve the release of the Flexible Fleets Pilot Grant Program call for projects.

Fiscal Impact:

Up to \$4.5 million will be made available through the call for projects through Overall Work Program Project No. 3501000: Flexible Fleets Pilots.

Schedule/Scope Impact:

Pending the Board of Directors approval, staff anticipates releasing the call for projects in summer 2025. Funded pilot projects must be completed by December 31, 2028.



Final Flexible Fleets Pilot Grant Program

Call for Projects

Program Website

www.sandag.org/flexiblefleets

Program Contact

SANDAG Grants Distribution Team
grantsdistribution@sandag.org

Eligible Applicants

- Federal, state, and local governments
- Tribal governments
- Transit districts
- Military institutions

Eligible Services

- Carshare
- Micromobility
- Microtransit
- Neighborhood Electric Vehicle
- Rideshare (excluding Vanpool)

Example Projects and Activities

- Service Operations
 - Direct operations of an eligible Flexible Fleets service
 - Contracted Flexible Fleets services
- Supportive Infrastructure & Goods
 - Vehicle procurement
 - Software/hardware
 - Other supportive infrastructure (e.g., charging, docking stations, right-of-way improvements, signage, and wayfinding)

Program Overview

The San Diego Association of Governments (SANDAG) is soliciting applications for its Flexible Fleets Pilot grant program. The grant program will plan, deploy, and monitor Flexible Fleet pilots aimed at expanding shared mobility travel choices, enhancing transit connections, filling transit gaps, improving air quality, and advancing the goals of the Regional Plan.

Funding Source: Federal Highway Administration's (FHWA) Surface Transportation Block Grant (STBG)

Amount of Funding Available: \$4,500,000

Maximum Award: \$1,000,000

Matching Funds

Matching Funds are required. Applicants must provide 11.47% of the Total Project Cost in Matching Funds.

Project Types

New Service* – A service that is not currently operating or has not operated in the past. Expansion of an Existing Project is not considered a New Service.

**Definition is pending a response from the federal funding agency on our request for a clear definition of "existing project" and "new service".*

Performance Period

Service operations must begin within one year of the grant agreement Notice to Proceed and **must be completed by December 31, 2028**. Extensions to this date will not be provided.

Anticipated Timeline

Activity	Date
Release of the Call for Projects	7/28/2025
Deadline to Protest Call for Projects contents	8/4/2025
Pre-Application Webinar (10 a.m. - 12 p.m.)	8/13/2025
Call for Projects Question Deadline (by 5 p.m.)	10/20/2025
Deadline to request application assistance	10/20/2025
Responses to all questions released in BidNet	10/24/2025
Application Deadline (by 5 p.m.)	10/31/2025
Applicant Resolution Deadline	12/1/2025
SANDAG Transportation Committee Meeting (proposed funding recommendations)	2/6/2026
SANDAG Board of Directors Meeting (proposed funding recommendations)	2/13/2026
Grant Agreements Executed/Notices to Proceed Issued	March 2026



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sandag.org/LanguageAssistance | (619) 699-1900

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1. Glossary of Key Terms

Americans with Disabilities Act (ADA) prohibits discrimination against and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation (42 USC 12101 et seq.).

Applicant is an organization that is considering or has submitted an application in response to a CFP.

Application Deadline is the date and time by which applications must be submitted in BidNet to be considered. Applications submitted after the Application Deadline will not be considered. The Application Deadline is located on the first page of this CFP.

Average Qualitative Score is the sum of all evaluator scores for an application divided by the number of evaluators. The score is added to the application's Quantitative scores to produce the Total Application Score.

California Department of Transportation (Caltrans) is the state agency responsible for administering the STBG funding.

Call for Projects (CFP) is the document that SANDAG releases to solicit applications to receive grant funding. The CFP contains information such as Applicant and project eligibility, the application submittal requirements, and the process SANDAG uses to select applications to receive funding, including the evaluation criteria.

Carshare is a mode of Flexible Fleet consisting of a variety of short-term car rental services (less than a day) that are reserved and managed through a smartphone application. Services can incorporate fixed stations with dedicated parking spaces or free-floating pick-up and drop-off options within a designated zone. Carshare services typically offer round-trip (car must be returned to its original space) or one-way trip options (car can be dropped off anywhere within a geofence).

Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the departments and agencies of the Federal Government. An electronic version is available at <https://www.ecfr.gov/>.

Demand Responsive Service is any non-fixed route system of transporting individuals that requires advanced scheduling, including services provided by public entities, private nonprofit organizations, and private providers.

Direct Cost is an expense that can be directly assigned to a grant relatively easily and with high accuracy. It typically consists of salaries, consultant or contractor services, and other expenses that would not otherwise exist if the project were not in existence.

Existing Project* is a Flexible Fleet project or service that is currently operating or has operated in the past. Existing microtransit and NEV service zones are included in the Flexible Fleets Grant Program Mapping Tool, which is provided in the resources section. Existing Projects are not eligible for funding through the Flexible Fleets Pilot Grant Program.

*Pending a response from the federal funding agency on our request for a clear definition of "existing project" and "new service".

Federal Audit Clearinghouse is a federal website that SANDAG uses to review an Applicant's federal grant audits to assist with the pre-award risk assessment. The website contains a searchable database for single audit submissions from 2016 to the current fiscal year. The website is available at <https://www.fac.gov/>.

Federal Funding Accountability and Transparency Act (FFATA) requires the federal Office of Management and Budget to maintain a single, searchable website that contains information on all Federal spending awards.

Federal Highway Administration (FHWA) is a USDOT division specializing in highway transportation. FHWA has authority over the STBG funding that is being used for this grant program.

Federal Register is the official journal of the federal government of the United States that contains government agency rules, proposed rules, and public notices. It is published every weekday except on federal holidays. It is available at <https://www.federalregister.gov/>.

Federally Negotiated Indirect Cost Rate (FNICR) is an Indirect Cost Rate applicable to a specified past period that a federal agency has approved for use. All federal agencies and pass-through entities must accept the rate. An agency typically receives a Negotiated Indirect Cost Rate Agreement (NICRA) that includes the FNICR.

Flexible Fleets is an initiative that uses on-demand transportation services to move around the region. Riders can use these services to reach their destinations or to connect to high-speed transit. Flexible Fleets consists of a variety of on-demand, shared mobility services that are typically requested or reserved through a smartphone application or call center. The goal of this initiative is to provide affordable transportation choices for all users while helping to improve air quality and advance the goals of the Regional Plan. Flexible Fleet service modes include Micromobility, Neighborhood Electric Vehicle, Carshare, Rideshare, and Microtransit.

Flexible Fleets Pilot Grant Program is a new, one-time grant program being offered by SANDAG to pilot projects that implement Flexible Fleets.

Grant Term is the period of time during which expenses for project-related activities can be incurred to be eligible for reimbursement. It begins on the NTP date and extends through the grant agreement expiration date, which will be December 31, 2028. Extensions to this date will not be provided.

Grantee is an organization that has been awarded funding through the Flexible Fleets Grant Program and has entered into a grant agreement with SANDAG.

Indirect Cost Allocation Plan (ICAP) is the documentation prepared by an agency to substantiate its request to establish an Indirect Cost Rate.

Indirect Cost is an expense incurred for a common or joint purpose benefiting more than one cost objective or project and cannot be readily assigned to a specific grant, contract, or other activity. Indirect costs typically include rent, insurance, copying expenses, fringe benefits, and other costs not directly charged to the grant project that the local jurisdiction's general fund typically supports.

Indirect Cost Rate is the ratio (expressed as a percentage) of the Indirect Costs to a Direct Cost base.

Individuals with Limited English Proficiency (LEP) are persons for whom English is not their primary language and have a limited ability to read, write, speak, or understand English. Individuals with LEP include those who report to the U.S. Census that they speak English less than very well, not well, or not at all.

Low-income Person refers to an individual whose family income is at or below 200% of the poverty line as defined by the Office of Management and Budget based on the most recent data available from the U.S. Census Bureau for a household of the size being evaluated.

Low-Income Population refers to any readily identifiable group of low-income persons who live in geographic proximity, and, if circumstances warrant, geographically dispersed/transient persons (such as migrant workers or Native Americans) who will be similarly affected by a proposed SANDAG-funded program, policy, or activity.

Match Percentage is calculated by dividing the total Matching Funds by the sum of the Matching Funds and the grant award.

Matching Funds is the funding other than the grant award that goes towards the Total Project Cost. It is often represented as a percentage of the Total Project Cost.

Micromobility is a mode of Flexible Fleet consisting of small, low-speed vehicles such as e-scooters, e-bikes, and other electric rideables.

Microtransit is a mode of Flexible Fleet consisting of multi-passenger shuttles that can carry up to 15 passengers and provide rides within a defined service area.

Minimum Total Application Score is the Total Application Score value that an application must be equal to or greater than to be eligible to receive funding from this CFP.

Neighborhood Electric Vehicle (NEV) is a mode of Flexible Fleet consisting of low-speed electric vehicle shuttles that are used for short trips (up to three miles). NEVs typically operate on a fixed route or an on-demand route, where the NEV shuttle can be hailed with a smartphone application.

New Service* is a Flexible Fleet project or service that is new to the region, is not currently operating, or has not operated in the past. Expansion of an Existing Project is not considered a New Service. *Pending a response from the federal funding agency on our request for a clear definition of “existing project” and “new service”.

Non-Scalable Project is a project whose scope of work cannot be reduced because doing so (a) is not possible, (b) would create an incomplete project that contributes little to the grant program goals or provides little value to those intended to benefit from the project, or (c) would have scored substantially differently in the competitive process with a reduced scope of work.

Notice to Proceed (NTP) is a written notice issued by SANDAG that allows the Grantee to begin working on the project and marks the beginning of the Grant Term.

Office of Foreign Assets Control Sanctions List Search is a federal website that SANDAG uses to determine whether an Applicant is eligible to receive federal funding. The website contains a searchable database of all individuals and organizations that are subject to trade sanctions by the federal government. The website is available at <https://sanctionssearch.ofac.treas.gov>.

Performance Measure is the numeric value assigned to the Performance Metric to show the quantity or extent of the item being observed by the metric. For example, the number of participants that attend an outreach meeting for a project is the Performance Measure that could be used to demonstrate the Performance Metric on increased stakeholder engagement.

Performance Metric is the specific, quantifiable unit of measurement that will be used to determine a project's success in meeting the Flexible Fleets Pilot Grant Program's goals and objectives. For example, a Performance Metric could be the number of Flexible Fleet trips completed over a specific period of time.

Project Milestone and Completion Deadlines are outlined in SANDAG Board Policy No. 035 and require Grantees to complete and implement projects quickly so the public can benefit from project deliverables as soon as possible. Failure to meet the deadlines following SANDAG's issuance of the NTP on the project may result in the revocation of all grant funds not already expended.

Qualitative Criteria are subjective criteria in which discretion is needed to provide a score. Often, Qualitative Criteria evaluate how well an Applicant responded to an application question or how well the proposed project will achieve a stated goal. These criteria are subjective in nature, and scores are determined at the evaluator's discretion.

Quantitative Criteria are objective criteria for which a formula or conditional statement is used to provide a score. Often, Quantitative Criteria seek to evaluate a project-related data point or metric against a range or scale and assign a point value based on where the data point or metric falls within the range or scale. Other Quantitative Criteria assign a point value based on responses to a conditional statement, such as a yes/no question or the presence or absence of a condition.

Regional Plan refers to the SANDAG Regional Transportation Plan, a federal- and state-mandated planning document prepared by SANDAG that describes existing and projected transportation needs, conditions, and financing affecting all modes of transportation over a planning period of at least 20 years. The most recently adopted version, the 2021 Regional Plan, was approved in December 2021. More information on the Regional Plan is available here: <https://www.sandag.org/regional-plan>.

Ridehailing is an on-demand service that links passengers with available drivers, such as Uber, Lyft, and taxis.

Rideshare is a mode of Flexible Fleet consisting of carpool and pooled Ridehailing services such as uberPOOL and Lyft Shared.

Scalable Project is a project whose scope of work can be reduced while furthering the grant program goals and providing significant value to the public intended to benefit from the project. SANDAG staff will consider how the project would have scored in the competitive process if the scope of work were reduced. If the project had scored substantially the same with the scaled-down scope of work and the scaled-down project would further the grant program goals and provide significant value to the public, then the project may be scaled.

Subapplicant is an entity that would serve as a third-party contractor or consultant under an Applicant if the Applicant's proposed project is awarded funding.

Surface Transportation Block Grant Program (STBG) funds are federal gas tax dollars distributed by Caltrans to areas within the state for roads, transit, non-motorized, and other transportation needs. The program was formerly known as the Regional Surface Transportation Program (RSTP). STBG funds are being used to fund the Flexible Fleets Pilot Grant Program.

System for Award Management is a federal website that SANDAG uses to determine whether an Applicant is eligible to receive federal funding. The website contains a searchable database of all individuals and organizations that are debarred, suspended, or otherwise excluded from receiving government contracts or funding. The database also contains information regarding SANDAG subawards pursuant to FFATA. The website is available at www.sam.gov.

Total Application Score is the sum of an application's Average Qualitative Score and the application's Quantitative scores. The score determines the order in which projects are recommended to receive funding through this CFP.

Total Project Cost is calculated as the sum of the grant award and the Matching Funds.

Transportation Committee (TC) is one of six policy advisory committees at SANDAG that advise the Board of Directors on policy-level matters related to transportation, including the Regional Plan. The TC reviews and provides recommendations to the Board on the eligibility and evaluation criteria of the CFP and reviews and provides recommendations to the Board on the Flexible Fleets Pilot Grant Program funding recommendations. The TC also receives quarterly reports on the status of each awarded grant and has the authority to grant time extensions for individual projects. More details on TC are available [here](#).

Unique Entity Identifier (UEI) is a number assigned to an agency or organization when it registers in the System for Award Management. SANDAG requests the UEI of each Applicant to review federal records and ensure the Applicant is not debarred, suspended, or subject to trade sanctions. SANDAG also uses the UEI number to review federal records regarding an Applicant when completing the pre-award risk assessment. More information on UEIs is available [here](#).

United States Code (USC) is the official codification of the general and permanent federal statutes of the United States. It contains 53 titles, which are organized into numbered sections. The USC does not include regulations issued by executive branch agencies, decisions of the Federal courts, treaties, or laws enacted by State or local governments. Regulations issued by executive branch agencies are available in the CFR. Proposed and recently adopted regulations may be found in the Federal Register.

United States Department of Transportation (USDOT) is one of the executive departments of the federal government, whose mission is to deliver the world's leading transportation system through the safe, efficient, sustainable, and accessible movement of people and goods. The USDOT has 11 operating administrations, including the FHWA, Federal Transit Administration, Federal Railroad Administration, and National Highway Traffic Safety Administration, among others.

2. List of Resources

Below is a list of resources referenced in this CFP and a description of how to use these resources.

Resource/Links	What to do?
BidNet	Access the CFP materials, submit and receive responses to questions, receive any updates to the CFP, and submit a completed application for consideration.
Draft Proposed 2025 Regional Plan Transportation Network: San Diego Region	Reference the Microtransit and NEV Service Zones in this document to inform project planning.
Federal Audit Clearinghouse	Review the Applicant's prior single audit submissions to the federal government to determine potential pre-award risk assessment topics that SANDAG may identify.
Flexible Fleets Implementation Strategic Plan	Review the document that provides a roadmap for planning and implementing Flexible Fleet programs in communities across the region. The Plan includes a description of Flexible Fleets services, a review of case studies, a summary of outreach to SANDAG's various Community-Based Organizations (CBOs), a "regional scan" of the County that identifies the suitability for Flexible Fleets services in various opportunity areas, and the Implementation Strategic Plan that identifies a path forward for deploying Flexible Fleets projects in the opportunity areas with the highest suitability.
Flexible Fleets Performance Metrics	Review the Performance Metrics that will be used to measure a project's success in meeting the Flexible Fleets goals. This resource is available in BidNet with the CFP materials.
Flexible Fleets Grant Program Mapping Tool	Utilize the map to determine project eligibility and how points will be determined for several evaluation criteria. The map will also be used to submit information in the application. The map contains layers for the following: <ul style="list-style-type: none"> • Transit Stops and a half-mile buffer area • Military facilities • Tribal lands • Jurisdiction boundaries • Existing Microtransit and NEV service zones (excluding Micromobility, Rideshare, and Carshare)
Flexible Fleets Webpage	Learn about Flexible Fleets, SANDAG's on-call contracts for service providers, and other Flexible Fleet services in operation in Pacific Beach and Oceanside.
LEP Website	Review information, tools, and technical assistance provided by the US Department of Justice for compliance with federal LEP requirements.

SANDAG Board Policy No. 035	Review the Board Policy that governs SANDAG's Competitive Grant Programs and provides the milestone and completion deadlines.
SANDAG Grant Programs ADA and Title VI Guide	Review the Guide that includes templates, tools, and instructions to assist Grantees in meeting their ADA and Title VI requirements. This resource is available in BidNet with the CFP materials.
SANDAG Grant Programs ADA and Title VI Guide Templates	Use these templates to develop the Grantee's Title VI program. This resource is available in BidNet with the CFP materials.
SANDAG Grant Programs Webpage	Explore SANDAG's grant programs, review grant project progress reports, and access documents applicable across all grant programs, such as the Grant Program Protest Procedures and BidNet registration and navigation information.
SANDAG Language Assistance Plan	Review the document that outlines the measures that SANDAG will take to assist LEP persons. It also identifies how SANDAG trains employees and provides notice to people with LEP, and details how the plan will be monitored.
System for Award Management	Review the Applicant and all Subapplicant profiles in this federal website to determine whether the Applicant or any Subapplicant is debarred, suspended, or otherwise excluded from receiving government contracts or funding. The website also contains the Applicant's UEI number and additional information that SANDAG will review in the pre-award risk assessment.

3. Background

3.1. About SANDAG

The San Diego Association of Governments (SANDAG) is the San Diego region's primary public planning, transportation, and research agency, comprising the 18 cities and the County of San Diego. SANDAG serves as the public forum for regional policy decisions about growth, transportation, environmental management, housing, open space, energy, public safety, and binational collaboration.

SANDAG's vision is to pursue a brighter future for everyone living, working, or recreating in the San Diego region. To this end, SANDAG plans and implements projects that seek to use land more wisely, build a more efficient and accessible transportation system, protect the environment, improve public health, promote a strong regional economy, better manage our access to energy, incorporate accessibility into the planning process, address pressing needs on tribal lands, and support a vibrant international border.

SANDAG receives local, state, and federal funds to implement regional policies, programs, and projects that advance its vision. SANDAG passes through a portion of its funding through several [competitive grant programs](#). These grant programs provide local, state, and federal funding to local jurisdictions, nonprofits, and other partners to accomplish regional goals at

the local level. Grants awarded range from infrastructure projects, habitat management and monitoring efforts, and specialized transportation services for senior and disabled populations. While each grant program maintains a particular focus, all work together to enhance our region's quality of life.

3.2. Flexible Fleets Pilot Grant Program

3.2.1. Overview

Flexible Fleets, one of the key strategies in the Regional Plan, has emerged as a promising sustainable travel option. In efforts to implement the Regional Plan, SANDAG developed a Flexible Fleets Implementation Strategic Plan that identifies priority Flexible Fleet service areas and provides a detailed roadmap for deploying services in a way that helps make the region more accessible.

In 2023, the SANDAG Board of Directors approved an amendment to the Fiscal Year 2024 budget that authorized 5 million dollars in federal STBG funding to implement a Flexible Fleets Pilot Grant Program. This one-time funding is offered to help implement Flexible Fleet strategies across the region.

3.2.2. Goal(s) and Objectives

The Flexible Fleets Pilot Grant Program aims to plan, deploy, and monitor Flexible Fleet projects to expand shared mobility travel choices, enhance transit connections, fill transit gaps, and advance the goals of the Regional Plan. The Flexible Fleets Pilot Grant Program seeks to fund projects that can serve as models around the region and continue to be funded following the expiration of the grant. Projects funded by this program must support the objectives outlined below, which are derived from the STBG funding requirements (Section 7) and the [Flexible Fleets Implementation Strategy](#):

- Serve as model examples for Flexible Fleets in a variety of locations throughout the region
- Provide more mobility options and greater accessibility.
- Demonstrate financial sustainability through other funding sources besides the Flexible Fleets Pilot Grant Program for a period of at least one year after the grant expires.

4. Eligibility

4.1. Eligible Applicants, Subapplicants, Consultants, and Contractors

4.1.1. Eligible Applicants

- Federal, state, and local government agencies
- Tribal governments
- Transit districts
- Military institutions

To be eligible to receive grant funding through this CFP, Applicants must not be debarred, suspended, or subject to trade restrictions with the United States government. SANDAG will verify through the System for Award Management and the Office of Foreign Assets Control Sanctions List Search that each Applicant is an eligible recipient.

4.1.2. Competitive Procurement Requirements for Subapplicants, Consultants, and Contractors

Any third-party contract for a non-public agency Subapplicant, consultant, or contractor for which an Applicant intends to seek reimbursement must be awarded competitively. Applicants are advised not to name any non-public agency Subapplicant, consultant, or contractor in the application unless the third-party contractor has been selected in compliance with competitive procurement requirements. SANDAG does not accept requests for sole source contracts based on a third-party contractor's role in preparing an application or an existing relationship that an applicant may have established without complying with competitive procurement requirements. See the grant agreement for additional details regarding third-party contracting requirements.

4.1.3. Single Audit Requirement

An Applicant that expends more than 1 million dollars in federal awards in a given fiscal year is required to have a single audit performed for that fiscal year in accordance with 2 CFR 200 unless the Applicant elects to have a program-specific audit. Applicants who meet this threshold must provide their most recent single audit to SANDAG with their application.

4.2. Eligible Projects

4.2.1. Eligible Modes and Services

Applicants may request funding for any of the following Flexible Fleets services. All services must be provided within San Diego County.

- Carshare
- Micromobility
- Microtransit
- Neighborhood Electric Vehicle
- Rideshare
 - Please note that vanpool services are not eligible under this program. SANDAG has a robust vanpool program that offers subsidies to eligible participants. More information is available at: <https://www.sandag.org/projects-and-programs/regional-initiatives/sustainable-transportation-services/vanpool>.

Applicants can request funding for New Services only. Expansion of an Existing Project is not considered a New Service.

All services must be completed and all grant funding expended by December 31, 2028.

4.2.2. Eligible Project Types

Eligible project categories are listed below. Applicants are encouraged to contact SANDAG by the CFP Question Deadline if they have questions about a proposed project's eligibility under this program.

- Service Operations
 - Direct operations of an eligible Flexible Fleets service
 - Contracted Flexible Fleets services

- Supportive infrastructure and goods
 - Vehicle purchase
 - Software/hardware purchase
 - Other supportive infrastructure (e.g., charging, docking stations, right-of-way improvements, signage, and wayfinding)

All projects must have pre-launch and continuous community surveying and engagement. Applicants will outline their engagement strategy within the application narrative.

If an Applicant charges a fare for their service, trips connecting to and from transit stops and stations should remain free for the duration of the SANDAG-funded program.

4.3. Other Project Eligibility Requirements

4.3.1. Safety Requirements

All drivers must clear a criminal history check and driver records check before transporting members of the public. This includes staff drivers, contracted drivers, and volunteer drivers. Drivers must possess a valid driver's license appropriate for the vehicle driven. Drivers shall also be physically capable of safely driving the service vehicles. Vehicles funded through the Flexible Fleets Pilot Grant Program or that provide a Flexible Fleets Pilot Grant Program-funded service must be deemed safe by the Applicant before being operated.

4.3.2. Notice of Prevailing Wage

California law requires that public works projects pay prevailing wages for workers. As applicable, Grantees must comply with the provisions of California Labor Code Sections 1775 et seq, which includes the payment of prevailing wages to all workers performing prevailing wage work. Additional details can be found in the grant agreement. Capital projects that include the installation of shelters, signage, or other items may be subject to prevailing wage requirements.

4.3.3. Insurance Requirements

Non-public agency Applicants will be required to provide proof of insurance. The required insurance certificates and endorsements must comply with all requirements included in the grant agreement. SANDAG will not execute the grant agreement until the Grantee complies with the insurance requirements.

5. Funding

5.1. Available Funding

\$4.5 million is available through this CFP.

SANDAG reserves the right to partially fund projects and to fund less than the amount available in a given grant cycle. See the section entitled "Partial Awards".

5.2. Maximum Grant Awards

The maximum grant award is \$1,000,000.

5.3. Match Requirement

Matching Funds are required for all Applicants. Applicants must provide at least 11.47% of the Total Project Cost in Matching Funds to be eligible. Matching Funds must be expended during the grant term. Examples of possible Matching Funds include, but are not limited to:

- Federal, state, or local funding
- Staff time, including planning and project oversight
- Private donations
- Revenues from service contracts
- Net income generated from advertising and concessions
- Donations, volunteered services, or other in-kind contributions

Applications that do not have sufficient Matching Funds will not be considered. Applicants must provide adequate documentation of Matching Funds and the match source(s) in the application.

5.4. Eligible and Ineligible Expenses

5.4.1. Federal Contract Cost Principles and Procedures

The Grantee and its third-party contractors are responsible for compliance with the federal contract cost principles and procedures outlined in 48 CFR Part 31, which will be utilized to determine the allowability of individual project cost items.

5.4.2. Eligible Expenses

Eligible expenses must be directly related to executing the project scope of work, including Direct and Indirect Costs. SANDAG will only reimburse costs incurred for the project after the NTP has been issued and up to the amount awarded in the grant agreement. In the event of project cost overruns, SANDAG will not pay more than the original amount specified in the grant agreement.

5.4.2.1. Travel Expenses

Transportation and subsistence costs will be reimbursed at the actual costs incurred by the Grantee and its third-party contractors, as supported by receipts, shall not exceed the maximum amounts authorized for state employees, which are available at <https://www.calhr.ca.gov/employees/Pages/travel-reimbursements.aspx>. All costs, including travel, shall be invoiced to SANDAG without markup for profit.

5.4.3. Ineligible Activities and Expenses

Ineligible projects and activities are those that do not align with the program goals and objectives or are listed as unallowable in 48 CFR Part 31.

5.5. Indirect Costs

Grant funds may be used toward Indirect Costs if they are related to the project scope of work and the application indicates that reimbursement for indirect costs would be requested. Applicants requesting reimbursement for indirect costs must disclose this in their application.

Applicants must use one of the following options to receive reimbursement for indirect costs:

- If the Applicant has a FNICR recognized by the federal government, that rate must be used, and the approval must be submitted to SANDAG.
- Elect the de minimis rate under 2 CFR 200 if the Applicant has never received a FNICR. The current de minimis rate is 15%. Applicants with an ICAP approved by their elected body (e.g., City Council or Board of Supervisors), management, another individual within the agency, or any other non-federally approved agency must choose to elect the de minimis rate when charging indirect costs.

6. Other Program Requirements

6.1. Federal Provisions

The Flexible Fleets Pilot Grant Program is funded with federal STBG monies. The Grantee must abide by the FHWA Provisions included in the grant agreement.

6.1.1. Disadvantaged Business Enterprise

Grantees must agree to take all necessary and reasonable steps outlined in 49 CFR 26 and USDOT regulation "Participation by Disadvantaged Business Enterprise (DBE) in DOT Financial Assistance Programs" to ensure nondiscrimination in the award and administration of third-party contracts. It is SANDAG's policy that DBEs and small businesses have an equal opportunity to participate in the performance of contracts financed in whole or in part with federal funds.

SANDAG has not established a DBE goal for this CFP; however, Grantees are encouraged to obtain DBE participation.

6.1.2. Drug and Alcohol Testing

Grantees must comply with the Federal Motor Carrier Safety Administration (FMCSA) rule for all employees who hold Commercial Driver's Licenses (CDLs) (49 CFR 382). This part applies if the CDL holder operates a "commercial motor vehicle," which means a motor vehicle having a gross combination weight rating or gross vehicle weight rating of 26,001 or more pounds or which is designed to transport 16 or more passengers, including the driver (49 CFR 382.103[a][1], 49 CFR 382.107).

6.1.3. Buy America

Grantees must comply with the Build America, Buy America Act (BABA), which governs steel, iron, manufactured products, and construction materials permanently incorporated into federal aid projects. BABA includes substantive changes to the existing Buy America provisions. Compliance with the new requirements is required unless the Grantee can qualify

for a waiver or exemption. Absent a waiver or exemption, the Grantee shall not approve the use of any iron, steel, manufactured products, or construction materials in grant-funded projects unless such materials have been produced in the United States, including vehicles. Additional details can be found in the grant agreement.

6.2. Non-Discrimination

SANDAG includes non-discrimination provisions in its grant agreements with all Grantees. Among other provisions in the SANDAG grant agreement, Grantees must include non-discrimination and compliance provisions in all contracts with third-party entities.

Grantees and all of their third-party contractors are prohibited from unlawfully discriminating, harassing, or allowing harassment of any employee or applicant for employment because of any class protected by applicable state or federal law. Grantees and their third-party contractors must ensure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Grantees and their third-party contractors must comply with the provisions of the California Fair Employment and Housing Act (Government Code Section 12900 et seq.) and any associated regulations (California Code of Regulations, Title 2, Section 1000 et seq.).

Grantees and their third-party contractors must provide written notice of their obligations under these provisions to labor organizations with a collective bargaining or other agreement. Because SANDAG receives federal funds, SANDAG must comply with federal requirements and regulations. Under its agreement with the federal funding agencies, SANDAG passes down applicable requirements to all Grantees and third-party contractors regardless of the grant funding source.

6.3. Title VI

All Grantees are required to comply and ensure compliance by all Subapplicants and third-party contractors with Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin. Applicants awarded Flexible Fleets Pilot Grant Program funds are required to develop a Title VI Program accepted by SANDAG and approved by their governing bodies before grant execution. All Grantees must also update their Title VI Program and seek approval from SANDAG and their governing body every three years.

All Grantees must establish and implement procedures to ensure the timely resolution of Title VI complaints and sufficiently document steps taken to investigate and address Title VI complaints.

The following components are required to be included in a Grantee's Title VI Program:

- Title VI Notice to the Public - Grantees are required to notify the public of their protection against discrimination under Title VI. The Title VI Notice to the Public must include: (1) a statement that the Grantee operates its programs without regard to race, color, or national origin; (2) a description of the procedures that members of the public should follow to request information on the Grantee's Title VI obligations; and (3) a description of the procedures that members of the public should follow to file a Title VI discrimination complaint against the Grantee.

- Title VI Notice to the Public Availability - Per federal requirements, Grantees must post or make available their Title VI Notice to the Public, at a minimum, in the following areas: the Grantee's website, any public area of the Grantee's office, including the reception desk and meeting rooms, and transit vehicles and/or stations or stops. In its Title VI Program, the Grantee must identify the locations where the agency has posted its Title VI Notice to the Public.
- Complaint Form and Procedures - Grantees are required to have complaint procedures and a form through which the public may file a Title VI discrimination complaint. In its Title VI Programs, the Grantee must identify how its agency makes the complaint form and procedures available to the public, including for non-English or LEP speakers.
- Record and Report Transit-Related Title VI Investigations, Complaints, and Lawsuits - Grantees must include a record of any complaints or lawsuits alleging discrimination on the basis of race, color, and national origin.
- Public Participation Plan - Grantees are required to have a public participation plan that describes their strategies to market their program, encourage public participation, and perform community outreach. Grantee's strategies should be tailored to the unique population that they serve and should include special consideration for low-income, minority, and LEP populations.
- Meaningful Access for LEP Persons - Grantees are required to perform a Four-Factor Analysis to determine the specific language services that are appropriate for their agency to provide and develop a Language Assistance Plan based on the results of this analysis. The Four-Factor Analysis requires Grantees to determine: (1) the number of LEP persons eligible to be served by their program; (2) the frequency with which LEP persons come into contact with their program; (3) the importance of their program to the lives of LEP persons; and (4) the resources available to the Grantees for LEP outreach as well as the cost associated with that outreach. In addition to other resources, the SANDAG Grant Programs ADA and Title VI Guide provides a step-by-step tutorial on how to access and report on census data to assist Grantees in successfully completing Factor 1 of the Four-Factor Analysis. Additionally, if Grantees have multiple grant-funded projects with varying project service areas, Grantees should use an aggregation of these project service areas to complete Factor 1 of the Four-Factor Analysis. The project service area(s) used must be consistent with what the Grantee submitted during the application phase.
- Minority Representation on Planning and Advisory Bodies - Grantees that have transit-related, non-elected governing boards, advisory councils, or committees (the membership of which is selected by the Grantee) are required to provide a table depicting the racial breakdown of the membership of those committees, and a description of efforts made to encourage the participation of people of color on such committees.
- Resolution - Grantees are required to submit a resolution from their governing body that approves their Title VI Program.

6.4. Limited English Proficient Populations

Grantees are responsible for ensuring meaningful access to their transportation program by LEP persons pursuant to Title VI. More information is available on the federal LEP website and in the SANDAG Language Assistance Plan.

6.5. ADA Compliance

Grantees are required to comply with requirements under the ADA. Grantees must inform SANDAG of any complaints alleging discrimination based on disability by the Grantee or a third-party contractor. SANDAG [Board Policy No. 009](#) outlines procedures for tracking and resolving complaints alleging discrimination. The SANDAG Discrimination Compliance Officer and Grants Division staff are responsible for tracking ADA complaints and working with Grantees to resolve ADA-related complaints promptly.

SANDAG prohibits Grantees from using vehicles that are deemed unsafe to operate. This prohibition extends to accessible equipment such as ramps and lifts, meaning accessible equipment must be operable and safe before a vehicle can transport individuals with disabilities through a grant-funded project.

SANDAG reviews Grantee policies and procedures to verify ADA compliance pertaining to service animals, respirator or portable oxygen supplies, and accessible information. SANDAG may request response time or other data or information on Grantee policies or procedures to confirm that an equivalent level of service is being provided. Further, SANDAG confirms that all Grantees have ADA complaint procedures. SANDAG also confirms that Grantees have a complaint form readily accessible to service beneficiaries so that those beneficiaries can submit a complaint on the grounds of ADA and/or Title VI. During desk reviews and/or site visits, SANDAG verifies that Grantees have maintained a log of ADA or Title VI-related complaints, investigations, and lawsuits.

6.6. Equal Employment Opportunity

The Equal Employment Opportunity (EEO) provision requires that SANDAG and all Grantees provide equal employment to all people, regardless of race, color, religion, sex, national origin, disability, or any other class of persons protected by applicable state or federal law. SANDAG requires that its Grantees certify their compliance with the EEO federal requirements of Title VII of the Civil Rights Act of 1964, as amended (42 USC 2000e and 49 USC 5332) and any implementing requirements the federal agencies or SANDAG may issue.

6.7. SANDAG Board Policy No. 035

[SANDAG Board Policy No. 035](#), "Competitive Grant Program Procedures," applies to all grant programs administered through SANDAG. Applicants should be aware of the following requirements.

6.7.1. Applicant Resolution

Within 30 days following the grant application deadline, Applicants must submit a resolution from their authorized governing body that:

- commits to providing the minimum Matching Funds percentage outlined in the CFP; and
- authorizes the Applicant's staff to accept the grant funding and execute a grant agreement if an award is made by SANDAG.

If an Applicant fails to provide a resolution that meets the above requirements, that application will be considered nonresponsive and will no longer be considered in the competitive process.

Applicants are encouraged to use the sample resolution included in this CFP.

If the Applicant wishes to submit its Board Policy No. 035 resolution with its Application by the Application Submission deadline, it may include its resolution in BidNet. If the Applicant does not submit its Board Policy No. 035 resolution by the Application Deadline, the resolution must be emailed to grantsdistribution@sandag.org by the date listed in the Timeline.

6.7.2. Grant Agreement Execution

After the Board approves the funding recommendations, SANDAG will present a grant agreement to the awarded Applicant. An authorized representative of the awarded Applicant must sign the grant agreement within 45 days from the date SANDAG presents the grant agreement to the awarded Applicant. Failure to meet this requirement may result in revocation of the grant award. Applicants are encouraged to review the sample grant agreement included with this CFP to ensure compliance with this provision.

6.7.3. Project Milestone and Completion Deadlines

When signing a grant agreement, Grantees must agree to the project deliverables and schedule in the agreement. In addition, a Grantee's project schedule in its application and grant agreement must adhere to the deadlines listed below. Failure to meet the Project Milestone and Completion Deadlines following SANDAG's issuance of the NTP on the project may result in the revocation of all grant funds not already expended.

- **Operations Projects.**
 - Any operations project requiring a services contract must commence within eighteen months following SANDAG's issuance of the NTP on the project.
 - If no services contract is necessary, the project must commence within one year of SANDAG's issuance of the NTP on the project.
- **Equipment or Vehicle Projects.** If the grant will fund the purchase of equipment or vehicles, any necessary purchase contract for equipment or vehicles must be awarded within six months following SANDAG's issuance of the NTP on the project, and use of the equipment or vehicles for the benefit of the public must commence within three months following acceptance of the equipment or vehicles.

6.8. Performance Measures

SANDAG has identified several Performance Metrics that will be used to measure a project's success in meeting the Flexible Fleets Pilot Grant Program goals and objectives. Applicants must review the Flexible Fleets Pilot Grant Program Performance Metrics and provide baseline data in their application that will be used to measure their project's success at the end of the grant agreement. The Flexible Fleets Pilot Grant Program Performance Metrics are provided as an attachment to this CFP and are available in BidNet.

All Flexible Fleets Pilot Grant Program Grantees are encouraged to meet the Performance Measures, which will be included in the grant agreement. The Grantee must report on its progress toward meeting the Performance Measures in its quarterly progress report.

6.9. Project Implementation and Oversight Requirements

6.9.1. Project Communication

6.9.1.1. Project Manager Continuity

The Grantee must provide SANDAG with contact information for the project manager and keep this information up to date. SANDAG should be notified promptly in case of a change to the Grantee's project manager.

6.9.1.2. Media and Community Outreach

Grantees must also notify SANDAG of events or promotions related to the grant-funded project, such as service launches, groundbreakings, ribbon cuttings, community workshops, media, and community outreach. For these activities, the Grantee must notify SANDAG and provide before and after photos as applicable. SANDAG staff may attend any meetings as appropriate.

Grantees are encouraged to use social media to inform the public of project accomplishments and performance. When using social media to post information on grant-funded projects, Grantees should use the SANDAG grants communications guidelines available by contacting the Flexible Fleets Pilot Grant Program Manager.

6.9.1.3. Outreach Materials

Outreach materials include, but are not limited to, fliers, posters, web updates, and newsletters that are used to inform the public of the grant-funded project. Outreach materials geared toward the target population that communicate vital information such as eligibility requirements, project enrollment information, or ways to provide feedback are vital documents and must be provided in English and any other languages identified in the Grantee's Title VI Program. Regardless of the funding source, all project outreach materials should include SANDAG's logo and may include the Grantee's logo.

6.9.2. Quarterly Progress Reports

Grantees must complete and submit quarterly progress reports that illustrate the Grantee's efforts to make timely progress on their project, including meeting the Performance Measures. SANDAG will provide a standard progress report template that the Grantee must use. Quarterly reports will be due on the last day of the month following the quarter's close. SANDAG will summarize the information in the Grantee's progress report, which will be provided to the TC at its next meeting.

Quarter	Performance Period	Report Due Date	TC Meeting Date
1	7/1 – 9/30	10/31	November
2	10/1 – 12/31	1/31	February
3	1/1 – 3/31	4/30	May
4	4/1 – 6/30	7/31	September

SANDAG will monitor the Grantee's progress and performance against the scope of work and schedule in the grant agreement. If SANDAG believes the Grantee is not making timely progress or is not adhering to the terms of the grant agreement, this information will be

reported to the TC. SANDAG will notify the Grantee if it believes the Grantee's performance warrants notification of TC. Poor performance may be grounds for termination of the grant agreement and revocation of the grant, as determined by TC.

6.9.3. Financial Management

All Grantees must establish and maintain an accounting system and records that properly accumulate and segregate incurred costs and Matching Funds by line item for the grant. This accounting system may be a separate set of accounts or separate accounts within the framework of an established accounting system. Accounting systems must conform to the Generally Accepted Accounting Principles, enable the determination of incurred costs at interim points of completion, and provide support for reimbursement payment vouchers or invoices. Furthermore, the Grantee's financial management system must ensure effective control over and accountability for all funds, property, and other assets.

Grantees must establish and maintain procedures for determining the allowability of costs according to 2 CFR 200 and the terms of the grant agreement. Grantees must then adhere to these procedures over the Grant Term.

Grantees must maintain all checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents related to the project so that they may be clearly identified, readily accessible, and available to SANDAG upon request.

6.9.4. Invoices

Grant funding is by reimbursement only. Funds will not be disbursed until SANDAG and the Grantee have fully executed a grant agreement, and project expenses incurred by the Grantee before the NTP issuance are not eligible for reimbursement.

To be reimbursed for project expenses, Grantees must submit an invoice packet consisting of an invoice coversheet, expense summary, and invoice history. Grantees are required to use the invoice template provided by SANDAG. Invoices submitted without a corresponding progress report will not be processed. Any third-party consultant or contractor expenses must be accompanied by proof of a competitive procurement or a sole source justification signed by the SANDAG Grants Program Manager to be eligible for reimbursement.

To qualify for reimbursement, the following requirements must be met:

- Staff costs must be submitted with payroll documentation. Personally identifiable information (social security numbers, home addresses, etc.) must not be provided to SANDAG.
- Third-party vendor (consultant or contractor) invoices must be submitted with:
 - Proof of payment, such as a copy of a check provided to the vendor or a printout for the Grantee's financial system showing the funds were dispersed.
 - The vendor's invoice and backup documentation (schedule of values, receipts for expenses)
- Clearly identify all grant-related expenses that include non-related costs. Grantees can highlight, circle, or use a separate document/spreadsheet to differentiate the grant-related costs from other costs unrelated to the grant.
- All receipts and invoices must be detailed, dated, directly related to the project scope of work, and incurred after the NTP date and before the grant expiration date.

SANDAG will make payments for eligible invoices as promptly as SANDAG fiscal procedures permit upon receipt of the Grantee's invoice packet, backup documentation, deliverables, and confirmation by the Flexible Fleets Pilot Grant Program Manager that the Grantee is in compliance with the requirements in the grant agreement. SANDAG shall retain 10 percent of the amounts invoiced until the completion of the project.

6.9.5. Matching Funds

If applicable (see Section 5.3), the Grantee must provide a cumulative match over the grant period such that the total Matching Funds amount provided at the end of the grant period is equal to or greater than the Match Percentage required under the grant agreement. Grantees may forfeit the grant award and be responsible for the repayment of grant funds to SANDAG if the cumulative Match Percentage falls below the required percentage or if Grantees fail to provide sufficient documentation of Matching Funds.

6.9.6. Final Progress Report, Invoice, and Project Closeout

Once the Grantee determines the project is complete, or no later than December 31, 2028, a final progress report and invoice will be submitted to SANDAG. SANDAG will provide the final progress report template that the Grantee will be required to use. Final progress reports should detail all completed project activities, challenges, successes, and a description of how the project is expected to continue to support the goals of the Flexible Fleets Pilot Grant Program. The report will also include the Performance Measures listed in the grant agreement and document the Grantee's ability to achieve them. The Grantee should provide any remaining deliverables listed in the scope of work that were not previously provided with the final progress report. The final progress report should accompany a final invoice, including all remaining project expenses.

Upon receipt of a final progress report, invoice, and deliverables, SANDAG will verify that the full scope of work in the grant agreement was completed and that the Performance Measures were met.

Once SANDAG verifies that the project has been completed and can be closed out, the Grantee will be asked to submit an invoice for the retention amounts withheld. The project will be closed after SANDAG pays the Grantee's retention invoice.

6.10. Public Record and Record Retention Policy

All applications submitted in response to this CFP become the property of SANDAG and are considered a public record. As such, applications and other project-related documentation may be subject to public review per [SANDAG Board Policy No. 015: Records Management](#). Grantees must retain project-related documents for at least three years after receipt of final payment from SANDAG. These documents must be made available to SANDAG upon request.

7. Application and Submittal Process

7.1. Application Materials

Application materials are available online at <https://www.bidnetdirect.com/sandag/sandag-grants>.

Applicants will submit their completed application with all required signatures by the Application Deadline. An incomplete application may be considered nonresponsive. For an application to be considered complete, it must include all the materials described in the application and be submitted before the Application Deadline.

SANDAG reserves the right to cancel or revise this CFP at any time, for any or no reason, in part or in its entirety. If SANDAG revises or cancels the CFP before the Application Deadline, Applicants who have downloaded the CFP materials in BidNet will be notified by email.

Applicants are strongly encouraged to review this CFP and Application materials as early as possible. The deadline to protest the CFP or Application materials is listed in the Timeline. Protests submitted after this deadline will be rejected.

7.2. Applicant Webinar, Questions, and Application Assistance

7.2.1. Pre-Application Webinar

SANDAG will host a pre-application webinar for all prospective Applicants to provide an overview of this CFP, the application process, and address any questions. See the Timeline for the date and time of the webinar. SANDAG staff will also provide information and address questions on the eligibility, approval, contracting, and specific requirements of this grant program. This workshop will be held virtually. SANDAG will post the virtual meeting link and other details on BidNet.

7.2.2. CFP Questions

Prospective Applicants must submit questions through the SANDAG web-based vendor portal BidNet, available at <https://www.bidnetdirect.com/sandag/sandag-grants>. Questions submitted after the Question Deadline or outside of BidNet will not be answered. See the Timeline for the deadline to submit questions.

7.2.3. Application Assistance

Prospective Applicants may request a meeting with the SANDAG Grants staff to obtain assistance with an application, including a discussion of a possible project or assistance with utilizing BidNet. See the Timeline for the deadline to request a meeting. Requests submitted after the Deadline will not be accommodated.

7.3. Submittal Process

Applicants shall submit application documents via BidNet, available at <https://www.bidnetdirect.com/sandag/sandag-grants>. Applications submitted by mail, facsimile, or email in lieu of electronic copies uploaded to BidNet will not be acceptable and will not be considered. Any application that is missing pages or cannot be opened for any reason may be considered nonresponsive.

Applicants are responsible for fully uploading their entire application before the Application Deadline. It is the Applicant's sole responsibility to contact BidNet to resolve any technical issues related to electronic submittal, including, but not limited to, registering as a vendor, updating password, updating profiles, uploading/downloading documents, and submitting an electronic offer, before the submission deadline. BidNet's Vendor Support team is

available Monday-Friday from 5 a.m. to 5 p.m. Pacific Time at (800) 835-4603 or [e-procurementsupport@bidnet.com](mailto:procurementsupport@bidnet.com).

8. Application Evaluation Process and Awards

This CFP does not commit SANDAG to award a contract, defray any costs incurred in preparing an application pursuant to this CFP, or procure or contract for work. SANDAG may reject applications without providing the reason(s) underlying the rejection. Failure by SANDAG to award a funding agreement to an Applicant will not result in a cause of action against SANDAG.

8.1. Responsiveness and Eligibility Review

8.1.1. Responsiveness Review

SANDAG Grants staff reviews submitted applications to ensure they are responsive to the requirements outlined in this CFP. Below is a list of Application materials that, if not submitted before the Application Deadline, will cause the Application to be deemed nonresponsive. These are items that SANDAG cannot allow the Applicant to provide following the Application Deadline because doing so would harm the integrity of the competitive selection process.

- Application
- Scope, Schedule, and Budget Form

SANDAG Grants staff will notify an Applicant in writing if their application is deemed nonresponsive. Applicants may protest a nonresponsive determination pursuant to the protest procedures (see Protest Procedures). A nonresponsive application will not continue in the competitive selection process unless a protest is filed and substantiated.

8.1.2. Eligibility Review

Following the application submittal period and concurrently with the responsiveness review, SANDAG staff will perform an eligibility review of all Applicants and projects against the eligibility requirements included in this CFP. During the eligibility screening process, SANDAG reserves the right to request additional information and/or clarification from an Applicant, but is not required to do so. Staff may also seek input from a policy advisory committee to determine eligibility. Applications found to be eligible will continue in the competitive selection process.

Any Applicant deemed ineligible or whose project has been deemed ineligible during the eligibility review will be notified in writing when the determination is made. Applicants may protest the eligibility determination pursuant to the protest procedures (see Protest Procedures). Unless a protest is filed and substantiated, an ineligible application will not continue in the competitive selection process.

8.1.3. Notice to Cure Application Deficiencies

During the responsiveness and eligibility review phase, SANDAG staff also checks eligible and responsive applications for consistency with the Call for Project instructions and accuracy of submitted data and information. SANDAG may provide an Applicant with identified deficiencies an opportunity to correct or cure their applications if those corrections do not

impact the competitive selection process. SANDAG staff, in their sole discretion, will determine whether an application can be cured without impacting the competitive selection process.

If staff identifies application deficiencies that an Applicant may cure without impacting the competitive process, SANDAG staff will send the Applicant a written notice to cure the Application deficiencies. This notice identifies the Application deficiencies, states the corrections needed, and provides a deadline for the Applicant to correct the deficiencies. If an Applicant fails to correct the identified deficiencies by the deadline stated in the notice, the Application will be provided to the evaluation committee with a notification that the Applicant failed to address the deficiencies.

8.1.4. Pre-Award Risk Assessment

In accordance with 2 CFR 200.332(c), SANDAG staff will perform a pre-award risk assessment of all eligible and responsive Applications. The risk assessment examines an Applicant's fiscal and operational capabilities to assess the Applicant's risk of fraud and noncompliance with a federal grant award to determine the appropriate monitoring.

A pre-award risk assessment may include a review of the Applicant's financial statements, audit findings, and past performance in managing previous grant awards. To help SANDAG staff perform a pre-award risk assessment, Applicants are required to complete an Applicant Risk Assessment Questionnaire, which is included in the Application. Risk factors may include, but are not limited to the following:

- Successful applicant's prior experience with the same or similar services
- Results of prior audits, including a Single Audit, if applicable
- Substantial changes in personnel or systems
- Extent, timing, and results of SANDAG performance monitoring
- Size, complexity, or newness of the award
- Inherent risks to people or property

SANDAG staff gathers information for the Applicant's risk assessment by reviewing submitted application materials, reviewing public information on the Federal Audit Clearinghouse and the System for Award Management as applicable, and contacting the Applicant for any additional information needed. Based on this information, SANDAG staff then categorize the Applicant as high, medium, or low risk. The results of the pre-award risk assessment may inform the level of monitoring SANDAG conducts of awarded Applicants and could be considered by the Board with the funding recommendations.

8.2. Scoring and Awarding of Funds

Responsive and eligible Applications will be scored using the Qualitative and Quantitative Criteria approved by the SANDAG Board of Directors and included in this CFP.

8.2.1. Qualitative Scoring

An external evaluation panel will provide the Qualitative criteria scores for eligible applications. The evaluation panel will typically consist of at least three but no more than five public members who are familiar with the San Diego region and the grant program goals and objectives.

To avoid conflicts of interest, all evaluation panel members will be screened to be sure they do not have an affiliation with any of the Applicants or proposed projects. Individuals who work for a private company that could potentially receive a future contract from a Flexible Fleets Pilot Grant Program Applicant due to the project being selected for funding will not be permitted to serve as evaluators.

8.2.2. Quantitative Scoring

SANDAG Grants and Data Science staff will provide the Quantitative Criteria scores for each project. Points associated with Quantitative Criteria undergo a quality assurance/quality control (QA/QC) review to ensure that data used in the Quantitative scoring process are accurate and points were awarded appropriately.

8.2.3. Calculation of Total Application Scores

An application's Average Qualitative Score will be calculated by summing all evaluator scores for that application and dividing by the number of evaluators. The application's Average Qualitative Score will then be added to the Quantitative scores, producing the Total Application Score.

8.2.4. Tiebreakers

If two or more projects receive the same Total Application Score, the following methodology in descending order will be used as the tiebreaker:

- Highest score on Criteria #5 Feasibility
- Highest score on Criteria #2 Connectivity
- Highest score on Criteria #1 Financial Sustainability

8.2.5. Minimum Total Application Score

To ensure grant funds support quality projects, a project must receive a Total Application Score of at least 60 points to be eligible for funding.

8.2.6. Funding Recommendations

Following the scoring process outlined above, applications will be placed in descending Total Application Score order (from the highest to lowest). Projects will be recommended to receive funding based on this order. As previously stated, partial awards may be recommended (see the section entitled "Partial Awards").

SANDAG will recommend a list of projects to the Board of Directors that are financially constrained by the amount of funding available.

8.2.7. Partial Awards

Given the competitive nature of the grant program and the finite amount of funds available through this CFP, Applicants may receive partial awards. Additionally, SANDAG may choose to roll over any remaining funds not awarded through this CFP to a future CFP. SANDAG handles partial awards differently based on the scalability of a project. SANDAG, at its sole discretion, will determine whether a project is Scalable or Non-Scalable.

Applicants whose projects are recommended for partial award and are Scalable will be required to work with SANDAG staff before grant agreement execution to alter the scope of work, budget, and schedule submitted as a part of the application to reflect a reduced scope of work.

Applicants whose projects are recommended for partial award and cannot be scaled will be asked if they would like to accept the partial funding award with the condition that the entire project, as proposed in the scope of work included in the application, must be completed. Applicants will be required to contribute additional Matching Funds than listed in their application to complete the project scope of work.

If an Applicant cannot provide the necessary Matching Funds and declines the partial funding award, the award will be offered consistent with the process identified in the section entitled "Application Evaluation Process." If no Applicant accepts the funding, the funding may be rolled over to future funding cycles.

8.2.8. Notice of Intent to Award

Once the funding recommendations have been finalized, staff will email all Applicants a Notice of Intent to Award. The Notice will contain the detailed scores of each Application and the funding recommendations that will be brought to the policy advisory committee(s) and Board of Directors. See the Timeline for the anticipated date the Notice of Intent to Award will be issued.

8.2.9. Protests

SANDAG grant program protest procedures may be obtained online at <https://www.sandag.org/funding/grant-programs>.

8.2.10. Approval of the Funding Recommendations and Contingency List

The funding recommendations will be presented to the relevant policy advisory committee for recommendation to the Board of Directors. The Board of Directors will then be asked to approve the proposed funding recommendations.

9. Grant Agreement Execution

If awarded funds, an Applicant will enter into a grant agreement with SANDAG for the approved project scope of services and become a "Grantee."

A sample grant agreement is included with the CFP. Applicants are encouraged to review the sample grant agreement within their organization before applying so they are fully aware of the requirements they will have to comply with during the Grant Term. Aside from any potential errors or omissions, the terms of the grant agreement will be substantially the same as those in the sample grant agreement and are non-negotiable.

9.1. Insurance Certificates

Following the recommendation of the proposed grant awards by the policy advisory committee, each non-public agency Grantee will receive an email from myCOI, the SANDAG insurance tracking system. The Grantee shall follow the instructions contained in the email

and complete the online registration. Upon completion of registration, myCOI will request proof of insurance directly from the Grantee's insurance agents. SANDAG will not provide the grant agreement to the Grantee to sign until the Grantee is registered with myCOI, compliant certificates of insurance and endorsements have been received, and SANDAG has deemed the Grantee compliant with the insurance requirements.

9.2. Title VI Program

Grantees are required to develop a Title VI Program, have it approved by their governing body, and submit it to SANDAG for review. Once the Program has been accepted by SANDAG, the grant agreement signature stage can begin.

9.3. Grant Agreement Signature

SANDAG will prepare the grant agreement utilizing the sample provided with the CFP. Once the draft has been approved by SANDAG staff for signature, it will be sent electronically to the person listed in the grant application. Failure by the Grantee to sign and return the grant agreement within 45 days of receiving the grant agreement from SANDAG may result in revocation of the grant award. See the section entitled "SANDAG Board Policy No. 035."

9.4. Notice to Proceed and Grant Term

Grantees cannot begin work on their grant-funded project until they receive a written NTP from SANDAG. The NTP specifies the date the Grantee can begin work on the project and marks the beginning of the Grant Term. Any work performed before the NTP is not eligible for reimbursement.

All services must be completed and all grant funding expended by December 31, 2028, which marks the end of the Grant Term.

9.5. Federal Subaward Report

Consistent with FFATA, SANDAG will report information on each grant subaward over \$30,000 to the FFATA Subaward Reporting System (FSRS) by the end of the month in which the grant agreements have been executed.



Final Flexible Fleets Pilot Grant Program Performance Metrics

The following performance metrics will be used to measure a project's success in achieving the Flexible Fleets Pilot Grant Program's goals and objectives. The metrics are organized into categories, and the applicable mode(s) are also provided. Applicants may also include their own performance metric(s) in the grant application, in addition to those listed below, but they must be quantifiable and support the evaluation of the proposed project's goals and objectives.

Applicants can refer to the Federal Transit Administration's [Mobility Performance Metrics for Integrated Mobility and Beyond](#) and Transportation for America's [Shared Mobility Playbook Performance Metrics](#) for additional guidance and examples.

Grantees will be required to provide quarterly updates on their efforts to meet each metric included in their grant agreement, and will provide a post-delivery measure (once the Grant Program project agreement ends) for each metric included in their grant agreement as part of the final project report.

Modes of Flexible Fleets and Acronyms

- Microtransit (MT)
- NEV Shuttle (NEV)
- Micromobility, such as bike/scooter share (MM)
- Ridehail/Rideshare (RS)
- Carshare (CS)

Performance Metrics Categories

- Productivity
- Connectivity
- Community Engagement and Accessibility
- Cost Effectiveness

Performance Metrics

#	Category	Metric	Definition	Unit of Measurement	Applicable Mode(s)	Notes (If Applicable)
1	Productivity	Trip Denial Rate	The number of requested trips that are denied by the operator divided by the total trip requests. Trip denials occur due to insufficient capacity to meet demand at the time of booking or when the driver cancels.	Per Month	MT, NEV, RS	Operator cancellations or denials may also be due to vehicle failure, dispatch errors, safety concerns, or rider violations. Tracking this metric enables greater control over service quality and can inform when service adjustments should be made.
2	Productivity	Vehicle Utilization	Divide the actual number of seats used by the number of seats available in each vehicle, then multiply the result by 100. Averages of each vehicle.	Per Month	MT, NEV, RS, CS	Vehicle utilization compiles performance data based on the number of boardings and vehicles in service per hour.
3	Productivity	Device Utilization	The number of total trips divided by the reported number of devices in fleet. Averages of each device.	Per Month	MM	Device utilization compiles performance data based on the number of rides and devices in service per hour.
4	Productivity	Total Ridership	The number of riders using the service	Per Month	MT, NEV, MM, RS, CS	
5	Productivity	Average Wait Times	The average time spent waiting for a pickup after a ride is requested	Per Month	MT, NEV, RS	Tracking the correlation between the rider's disability status (disabled or non-disabled) and wait time length is also encouraged.
6	Connectivity	Transit Connection Trips	Number of pickups and drop-offs to transit stops and stations	Per Month	MT, NEV, MM, RS, CS	
7	Connectivity	Percentage of Pooled Trips	Number of pooled/shared trips divided by the total trips	Per Month	MT, NEV, RS, CS	
8	Community Engagement and Accessibility	Wheelchair-Accessible Trip Fulfillment	Number of wheelchair trips provided compared to the number of wheelchair-	Per Month	MT, NEV, RS, CS	Allows program administrators to evaluate the effectiveness of the ADA option for disabled riders.

			accessible trips requested			
9	Cost Effectiveness	Average Trip Cost	Monthly program costs, divided by the monthly number of trips	Per Month	MT, NEV, MM, RS, CS	
10	Cost Effectiveness	Farebox Recovery Ratio	Ratio of operating expenses that are met by the fares paid by passengers.	Per Month	MT, NEV, MM, RS, CS	Applicable only if it is a fare service

I. Scoring Criteria and Rubric

Projects will be scored based on the Applicant's responses to the Scoring Criteria below. The Scoring Rubric is a guide for SANDAG staff and the Evaluation Panel to assist with awarding points based on the Scoring Criteria. The Objective criteria (points calculated by SANDAG's Department of Data Science or Grants staff) are marked with an asterisk (*).

A. Scoring Criteria

No.	CRITERIA	POINTS POSSIBLE
1.	FINANCIAL SUSTAINABILITY	20
1.1	Stable Future Funding Sources* Does the Applicant propose stable, future funding sources to fund the project for one or more years beyond the Grant Term?	10
1.2	Strategy to Attain Future Funding Does the Applicant have a feasible strategy for attaining future funding for the Flexible Fleet project?	10
2.	CONNECTIVITY	20
	The Applicant should demonstrate either: <ul style="list-style-type: none"> • How the service will operate in an area lacking existing bus and/or rail services. • How the service will connect riders to existing bus and/or rail services in the area. 	20
3.	ENGAGEMENT	15
	Does the Applicant: <ul style="list-style-type: none"> • Identify engagement goals? • Put forth a plan for engaging community members and organizations throughout the program? • Demonstrate how hard-to-reach populations (e.g., individuals with disabilities, senior residents) will be engaged? • Propose an effective marketing and engagement strategy that includes specific methods to promote sustainable transportation choices? • Identify a plan to survey riders and community members before the program launch and throughout the program? 	15
4.	ACCESSIBILITY	15
	How well does the Applicant demonstrate that they will continuously implement measures that ensure the service is accessible to all community members, and demonstrate that the service improves access to basic needs and opportunities?	15

5.	FEASIBILITY	20
	<ul style="list-style-type: none"> Does the Applicant identify a project mode? Does the Applicant include a well-thought-out approach to how they will deliver the project? Is the project schedule realistic and feasible? Does the Applicant identify proper staff and technical capacity for project oversight? Does the Applicant identify a plan for the procurement of goods and services? Does the funding amount request match the scope (vehicles, infrastructure, operations platform, etc.)? Does the Applicant identify a service zone that is realistic and feasible? Does the Applicant include a map of the proposed service area? Is the program fleet size feasible with the proposed schedule, budget, and service zone? 	
6.	MATCHING FUNDS*	10
	Points will be awarded based on the scale provided in the Scoring Rubric.	
	TOTAL	100

B. Scoring Rubric

Below is a general scoring guide that provides more specific language based on a project's ability to meet the evaluation criteria.

Term	Definition
Clearly and convincingly	to a considerable extent, with substantive documentation or evidence
Sufficiently	to a satisfactory extent, with adequate documentation or evidence
Mostly	to a large extent, with general documentation or evidence
Partially	to a limited extent, with incomplete documentation or evidence
Minimally	to a small extent and without documentation or evidence
Does Not Demonstrate	unable to address the criterion, even to a minimal extent

1. FINANCIAL SUSTAINABILITY

Up to 20 points possible

1.1. Stable Future Funding Sources*

Up to 10 points possible

Applicants will receive points based on the availability of stable future funding to sustain the service for one or more years beyond the Grant Term. Stable funding is a reliable, predictable, and sufficient source of revenue that is not at high risk.

Examples of stable project funding sources may include multi-year general fund allocation, long-term contractual cost-sharing agreements with private partners, parking fee revenue, and transit operations funding. Please note that a future competitive grant is not considered a stable funding source. To be considered stable, the funding must already be secured, or the Applicant must have the authority to authorize the funding in the future.

*NOTE: SANDAG Grants staff will calculate the points awarded for this criterion based on the Applicant's responses in the grant application.

Applicant Response	Points
The application includes stable future funding for four to five years following the end of the Grant Term.	10 points
The application includes stable future funding for three to four years following the end of the Grant Term.	8 points
The application includes stable future funding for two to three years following the end of the Grant Term.	6 points
The application includes stable future funding for one to two years following the end of the Grant Term.	4 points
The application includes stable future funding for seven months to one year following the end of the Grant Term.	2 points
The application includes stable future funding for six months following the end of the Grant Term.	1 point
The application does not include stable future funding sources for at least 6 months beyond the Grant Term.	0 points

1.2. Strategy to Attain Future Funding

Up to 10 points possible

Applicants should provide a strategy for securing a stable funding source following the end of the Grant Term. For example, the application should outline the steps required to establish a parking district and generate revenue through parking fees, or to allocate general funds to the program on an annual basis. Applicants should also identify a timeline for obtaining each future funding source, including the duration of the funding availability and the likelihood of securing that funding.

Applicant Response	Points
Clearly and convincingly demonstrates a feasible strategy for the Applicant to financially sustain the Flexible Fleet project in the long term, and provides substantive documentation or evidence.	10 points
Sufficiently demonstrates a feasible strategy for the Applicant to financially sustain the Flexible Fleet project long-term, and provides adequate documentation or evidence.	8 points
Mostly demonstrates a feasible strategy for the Applicant to financially sustain the Flexible Fleet project long term, and provides general documentation or evidence.	6 points
Partially demonstrates a feasible strategy for the Applicant to financially sustain the Flexible Fleet project in the long term, but provides incomplete documentation or evidence.	4 points
Minimally demonstrates a feasible strategy for the Applicant to financially sustain the Flexible Fleet project in the long term, and provides little to no documentation or evidence.	2 points
Unable to address the criterion, even to a minimal extent	0 points

2. CONNECTIVITY

Up to 20 points possible

The Applicant should demonstrate either:

- How the service will operate in an area *lacking* existing bus or rail services.
 - The Applicant could also demonstrate how the project will fill an existing transit need gap. For example, providing service during existing transit's off-operation days or hours, providing access to destinations not currently served by transit, or providing access when transit is infrequent.
- How the service will *connect* riders to existing bus or rail services in the area.
 - The Applicant should also explain how the project will integrate with transit in other ways besides the service area. For example, free trips to transit stops or stations, service is staged or docked at these locations, and signage or other advertising for the service is displayed at transit stops or stations.

Applicant Response	Points
Clearly and convincingly demonstrates how the project will integrate with the existing transit network or fill an existing transit need gap, and the application provides substantive documentation or evidence.	20 points
Sufficiently demonstrates how the project will integrate with the existing transit network or fill an existing transit need gap, and the application provides adequate documentation or evidence.	16-19 points
Mostly demonstrates how the project will integrate with the existing transit network or fill an existing transit need gap, and the application provides general documentation or evidence.	11-15 points

Partially demonstrates how the project will integrate with the existing transit network or fill an existing transit need gap, but the application provides incomplete documentation or evidence.	6-10 points
Minimally demonstrates how the project will integrate with the existing transit network or fill an existing transit-need gap, and the application provides incomplete documentation or evidence.	1-5 points
Unable to address the criterion, even to a minimal extent.	0 points

3. ENGAGEMENT

Up to 15 points possible

An engagement plan is a document that outlines strategies for public participation and outreach in a community. It includes a timeline, assigned roles, and specific project strategies that may impact the community. An engagement plan aims to involve the public in decision-making, giving local knowledge and public opinion more weight.

Examples of methods used in engagement plans include surveys and questionnaires, presentations to community members to gather feedback, and online media engagement tools. The Applicant should include the following in its response:

- Define the goals and purpose of the engagement plan.
- Identify the target community to be engaged, including community organizations.
- Include a strategy that outlines the methodology by which the service addresses the specific needs of the community.
- Propose an effective marketing and engagement strategy that includes specific methods to promote sustainable transportation choices.
- Determine engagement methods and strategies, including how to effectively engage hard-to-reach populations (e.g., individuals with disabilities, senior residents). Pre-launch and continuous community surveying are required.
- Develop an action plan to continue periodic engagement. This should include surveying riders and community members throughout the service delivery and incorporating feedback into operational adjustments.
- How the Applicant will evaluate and measure how the service meets the needs of the community.

The Applicant should also demonstrate how the community's feedback will be incorporated into project goals and service operations. Examples include expanding the service area to reach a community college, extending service hours on a particular day(s) of the week, and revising the operations plan on a seasonal basis.

Applicant Response	Points
Clearly and convincingly demonstrates how the Applicant will accomplish successful project community engagement, and the application provides substantive documentation or evidence.	15 points

Sufficiently demonstrates how the Applicant will accomplish successful project community engagement, and the application provides adequate documentation or evidence.	11-14 points
Mostly demonstrates how the Applicant will accomplish successful project community engagement, and the application provides general documentation or evidence.	8-10 points
Partially demonstrates how the Applicant will accomplish successful project community engagement, but the application provides incomplete documentation or evidence.	4-7 points
Minimally demonstrates how the Applicant will accomplish successful project community engagement, and the application provides little or no documentation or evidence.	1-3 points
Unable to address the criterion, even to a minimal extent.	0 points

4. ACCESSIBILITY

Up to 15 points possible

Applicants should demonstrate that they will continuously implement measures that ensure the service is accessible to all community members and demonstrate that the service improves access to basic needs and opportunities.

Examples of accessible measures include: providing a language assistance service, ride booking options for unbanked riders and riders without access to a smartphone/internet, service hours that accommodate nontraditional work schedules, targeted outreach to hard-to-reach populations (individuals with disabilities, senior populations, etc.), and other measures that improve access to basic needs and opportunities.

Please note that providing an ADA-accessible Flexible Fleet service is a requirement of this program.

Applicant Response	Points
Clearly and convincingly demonstrates how accessibility will be continuously implemented throughout the project, and the application provides substantive documentation or evidence.	15 points
Sufficiently demonstrates how accessibility will be continuously implemented throughout the project, and the application provides adequate documentation and evidence.	11-14 points
Mostly demonstrates how accessibility will be continuously implemented throughout the project, and the application provides general documentation or evidence.	7-10 points
Partially demonstrates how accessibility will be continuously implemented throughout the project, but the application provides incomplete documentation or evidence.	4-6 points
Minimally demonstrates how accessibility will be continuously implemented throughout the project, and the application provides little or no documentation or evidence.	1-3 points
Unable to address the criterion, even to a minimal extent.	0 points

5. FEASIBILITY

Up to 20 points possible

Applicants will receive points based on the feasibility of the project, as demonstrated by the proposed scope of work, schedule, and budget. The following factors should be considered.

- Does the Applicant identify a project mode?
- Does the Applicant include a well-thought-out approach to how they will deliver the project?
- Is the project schedule realistic and feasible?
- Does the Applicant identify proper staff and technical capacity for project oversight?
- Does the Applicant identify a plan for the procurement of goods and services?
- Does the funding amount requested align with the scope (vehicles, infrastructure, operations platform, etc.)?
- Does the Applicant identify a service area that is realistic and feasible?
 - The effectiveness of a Flexible Fleet deployment depends on several demand and service design factors, including population and job density, transit frequency, transit "deserts," target population demographics, and multiple trip types. For more information, refer to Chapter 4 of the [Flexible Fleets Implementation Strategic Plan](#).
- Is the program fleet size feasible with the proposed schedule, budget, and service area?
 - Consider capacity to meet demand when planning a Flexible Fleets service area. For example, a small fleet with a limited project budget is not well-suited to a large service zone with high ridership potential or demand.

Applicant Response	Points
Clearly and convincingly demonstrates how the project scope of work, schedule, and budget are feasible and realistic, and the application provides substantive documentation or evidence.	20 points
Sufficiently demonstrates how the project scope of work, schedule, and budget are feasible and realistic, and the application provides adequate documentation or evidence.	16-19 points
Mostly demonstrates how the project scope of work, schedule, and budget are feasible and realistic, and the application provides general documentation or evidence.	11-15 points
Partially demonstrates how the project scope of work, schedule, and budget are feasible and realistic, but the application provides incomplete documentation or evidence.	6-10 points
Minimally demonstrates how the project scope of work, schedule, and budget are feasible and realistic, and the application provides incomplete documentation or evidence.	1-5 points
Unable to address the criterion, even to a minimal extent.	0 points

6. MATCHING FUNDS*

Up to 10 points possible

*NOTE: SANDAG Grants staff will calculate the points awarded for this criterion based on the Applicant's responses in the grant application.

Points for Matching Funds will be awarded based on the following scale. The Match percentage is derived by dividing the total Matching Funds provided in the grant application by the sum of the total Flexible Fleets Pilot Program grant requested and the total Matching Funds listed in the grant application.

Applications that designate staff time, donations, volunteered services, or other in-kind contributions are obligated to fulfill their commitment within the Grant Term period.

Percentage of Matching Funds	Points
30.01% - 40.00% and above of the Total Project Cost	10 points
25.01% - 30.00% of the Total Project Cost	8 points
20.01% - 25.00% of the Total Project Cost	6 points
15.01% - 20.00% of the Total Project Cost	4 points
11.48% - 15.00% of the Total Project Cost	2 points
Below 11.47% of the Total Project Cost	0 points

Flexible Fleets Pilot Grant Program

Summary of Feedback and Revisions

Source	Feedback Received	Revisions
Transportation Committee	Clarify the definition of “New Service” and “Existing Project” in the Call for Projects (Att.1)	Pending a response from the federal funding agency on our request for a clear definition of these terms.
Working Groups/ Transportation Committee	Eligible projects should include existing services and services previously funded by SANDAG. If existing projects are made eligible, consider requiring proven success factors and a maximum of \$500,000 for existing projects to ensure more awards.	The FHWA’s Surface Transportation Block Grant Program (STBG) funds are limited to new pilot programs only. Existing programs, ongoing operations, and expansions are not considered pilots and are not allowable under these federal funds.
Working Groups	Prioritize projects that provide services to transit deserts, rural areas, and military bases.	Revisions were made to Criteria No. 2 to clarify language. Providing access to the existing transit network and providing service in an area lacking transit will be scored equally. Revised criteria name.
Working Groups/ Transportation Committee	Refine Criteria No. 4 so that all populations have equal representation.	Language revisions were made to Criteria No. 4.
Working Groups	Require applicants to identify robust engagement plans and tactics.	Revisions were made to Criteria No. 3.
Working Groups/ Transportation Committee	Encourage projects that are collaborative efforts among multiple agencies (i.e., jurisdictions and NCTD/MTS).	None. Collaboration is encouraged but not required.
Working Groups/ Transportation Committee	Support for funding planning studies. Remove non-federal match requirement.	Updated Call for Projects (Att. 1) and Criteria No. 6 to allow in-kind contributions to be an eligible match source. This includes time spent on planning the service.
Transportation Committee	Support for regional representation, including military, unincorporated, and disadvantaged communities.	None. Staff have engaged these communities in program development, and all communities are eligible to apply.
Working Groups	General need for additional, long-term funding.	Pursuit of funding for Flexible Fleets is included in SANDAG’s 2025 Legislative Program.



Flexible Fleets Pilot Grant Program

Final Call for Projects

Board of Directors | Item 8
Khalisa Bolling, Senior Regional Planner
July 11, 2025

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Funding and Eligibility

Funding	\$4.5 Million - FHWA Surface Transportation Block Grant Funds <ul style="list-style-type: none">• Maximum Award: \$1,000,000• Matching Requirement: 11.47%• Compliance with Federal Provisions• Service operations must conclude by December 31, 2028.
Eligible Applicants	<ul style="list-style-type: none">• Local, state, federal, and tribal governmental agencies• Transit districts• Military institutions
Sample Eligible Activities	<ul style="list-style-type: none">• New services• Direct operations of service• Contract services• Vehicle or Software/Hardware Procurement• Supportive Infrastructure (e.g. charging, docking stations, right of way improvements, signage and wayfinding)

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Feedback & Revisions

- **Scoring Criteria**

- **Connectivity** - Integration with the existing transit and providing service in an area lacking transit are scored equally – language clarifications

- **Engagement** – Refined language

- **Accessibility** – Refined language

- **Matching Funds** – Added in-kind matching funds

- **Condensed Program Performance Metrics**

- **Clarification of “New Service” and “Existing Project” definitions**

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Evaluation Criteria

Criteria	Weight
Financial Sustainability	20%
Feasibility	20%
Connectivity	20%
Accessibility	15%
Engagement	15%
Matching Funds	10%

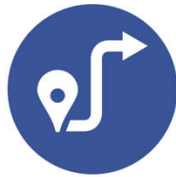
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Performance Metrics Categories



Productivity



Connectivity



**Community
Engagement &
Accessibility**

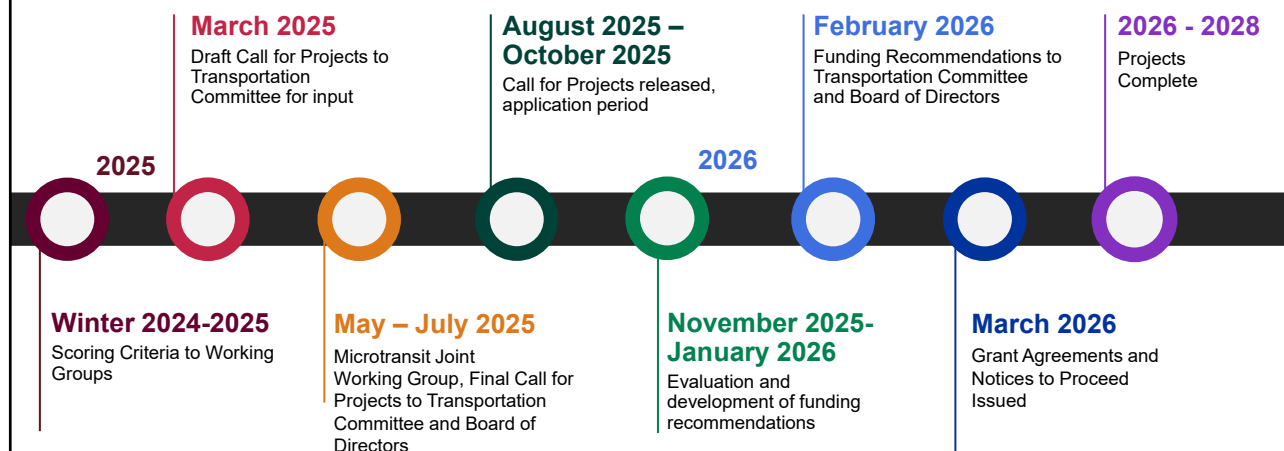


**Cost
Effectiveness**

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Anticipated Timeline



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