



Social Equity Working Group Agenda

Thursday, May 22, 2025

9:30 a.m.

Welcome to SANDAG. The Social Equity Working Group (SEWG) meeting scheduled for Thursday, May 22, 2025, will be held in person in the SANDAG Board Room. While SEWG members will attend in person, members of the public will have the option of participating either in person or virtually.

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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 SEWG 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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[ផ្លូវការណ៍ឥតគិតថ្លៃ | ఉచిత బాషా సహాయం | ການຊ່ວຍເຫຼືອດ້ານພາສາພຣີ | Kaalmada Luqadda ee Bilaashka ah |](#)

[Безкоштовна мовна допомога | sandag.org/LanguageAssistance](#) | (619) 699-1900

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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.



Regional Plan Social Equity Working Group

MEMBERSHIP

The purpose of the Regional Plan Social Equity Working Group (Working Group) is to provide ongoing public input from disadvantaged or underrepresented communities in the region into key activities associated with implementing the 2021 Regional Plan, developing the 2025 Regional Plan, and related planning activities with a focus on the social equity perspective.

The Working Group will meet monthly. Meetings will typically be held on the first Thursday of each month from 9:30 to 11:30 a.m. at SANDAG offices.

Staff contact: Paula Zamudio, (619) 515-1189, paula.zamudio@sandag.org

MEMBERS

Hon. Alysson Snow, Chair
Mayor, City of Lemon Grove
SANDAG Board Member

Rose Ceballos
Director of Social Services
Bayside Community Center

Lisa Cuestas
Community Development Director
Casa Familiar

Jesse Ramirez
Senior Program Manager
City Heights Community Development Corporation

Carol Lewis
Program and Property Manager
El Cajon Collaborative

Mirjana Rodriguez
Program Director
Escondido Education COMPACT

Belen Hernandez
Policy Advocate
Mid-City CAN

Claire Groebner
Director of Development
Olivewood Gardens

ALTERNATES

Kim Heinle
Executive Director
Bayside Community Center

Georgette Gomez
Community Development Officer
Casa Familiar

Goyo Ortiz
Community Development Choreographer
Casa Familiar

Rosa Olascoaga
Vice President of Community Development & Policy
City Heights Community Development Corporation

Vacant
El Cajon Collaborative

Vacant
Escondido Education COMPACT

Parke Troutman
Policy Advocate
Mid-City CAN

Jen Nation
Executive Director
Olivewood Gardens

MEMBERS

Kathleen Verances

Outreach and Enrollment Coordinator
OPSam Health

Kathryn Lembo

Chief Executive Officer
SBCS Corporation

Alix Aceituno

Project Coordinator
Urban Collaborative Project

Jennifer Gill

Program Manager
Vista Community Clinic

ALTERNATES

Leslie Manjarrez

Outreach and Enrollment Coordinator
OPSam Health

Jose Mireles

Program Manager
SBCS Corporation

Mauricio Torre

Vice President of Program Operations
SBCS Corporation

Carmina Paz

Program Coordinator
Urban Collaborative Project

Brian Pollard

Chief Executive Officer
Urban Collaborative Project

Nannette Stamm

Chief Community Health Officer
Vista Community Clinic

Social Equity Working Group

Thursday, May 22, 2025

Comments and Communications

1. Non-Agenda Public Comments/Member Comments

Members of the public shall have the opportunity to address the Social Equity Working Group (SEWG) on any issue within the jurisdiction of SEWG 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 five public speakers. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. SEWG 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 SEWG is asked to approve the minutes from its March 27, 2025, meeting, and the Joint Working Group meeting on May 8, 2025.

[SEWG Minutes - 2025_03_27.pdf](#)

[Joint Working Group Meeting Minutes - 2025_05_08.pdf](#)

Reports

+3. Airport Transit Connection Update

Information

Marisa Mangan, SANDAG

Staff will present an update on the advanced planning and outreach for the Airport Transit Connection project.

[Airport Transit Connection Update.pdf](#)

[Presentation.pdf](#)

+4. SANDAG's Role in Housing

Information

Stacey Cooper, SANDAG

Staff will present an overview of SANDAG's role in housing.

[Presentation.pdf](#)

Adjournment

5. Adjournment

The next SEWG meeting is scheduled for Thursday, June 26, 2025, at 9:30 a.m.

+ next to an agenda item indicates an attachment

May 22, 2025

March 27, 2025, Meeting Minutes

[View Meeting Video](#)

Chair Alysson Snow called the meeting to order at 9:30 a.m.

1. Non-Agenda Public Comments/Member Comments

Public Comments: None.

Member Comments: Chair Snow

Consent

2. Approval of Meeting Minutes

The Social Equity Working Group (SEWG) was asked to approve the minutes from its February 27, 2025, meeting.

Public Comments: None.

Action: Upon a motion by Carol Lewis (El Cajon Collaborative), and a second by Rose Ceballos (Bayside Community Center), the SEWG voted to approve the meeting minutes from its February 27, 2025, meeting.

The motion passed. Yes: Rose Ceballos, Georgette Gomez (Casa Familiar), Jesse Ramirez (City Heights Community Development Corporation), Carol Lewis, Carlos Ramirez (Escondido Education COMPACT), Belen Hernandez (Mid-City CAN), Claire Groebner (Olivewood Gardens), Leslie Manjarrez (OPSAM Health), Mauricio Torre (SBCS Corporation), Barry Pollard (Urban Collaborative Project), and Jennifer Gill (Vista Community Clinic).

No: None.

Abstain: None.

Absent: Chula Vista Community Collaborative

Reports

3. Coordinated Plan Update

Associate Regional Planners Tim Garrett and Rubi Morales presented initial findings from outreach conducted to support the update of the region's Coordinated Public Transit-Human Services Transportation Plan

Public Comments: None.

Action: Discussion.

4. Draft FY 2026 Program Budget

Budget Manager Tyler Woods presented an overview of the Draft FY 2026 Program Budget

Public Comments: None.

Action: Information.

5. Adjournment

The next scheduled Social Equity Working Group meeting is Thursday, April 24, 2025, at 9:30 a.m.

Chair Snow adjourned the meeting at 10:39 a.m.

Confirmed Attendance at Social Equity Working Group Meeting

Jurisdiction	Name	Attended
Chair (Non-Voting)	Mayor Alysson Snow	Yes
Bayside Community Center	Rose Ceballos	Yes
	Kim Heinle, Alternate	No
	Lisa Cuestas	No
Casa Familiar	Georgette Gomez, Alternate	Yes
	Goyo Ortiz, Alternate	No
	Jesse Ramirez	Yes
City Heights CDC	Rosa Olascoaga, Alternate	No
	Josh Kohler	No
	Jovita Arellano, Alternate	No
Chula Vista Community Collaborative	Veronica Aguilar, Alternate	No
	Rosa Alcaraz	No
	Carol Lewis, Alternate	Yes
El Cajon Collaborative	Mirjana Rodriguez	No
	Patty Huerta, Alternate	No
	Carlos Ramirez, Alternate	Yes
Escondido Education COMPACT	Belen Hernandez	Yes
	Ariana Federico, Alternate	No
	Kathie Lembo	No
MidCity-CAN	Mauricio Torre, Alternate	Yes
	Jose Mirelas, Alternate	No
	Jen Nation	No
SBCS Corporation	Claire Groebner, Alternate	Yes
	Rocina Lizarraga, Alternate	No
	Leslie Manjarrez	No
Olivewood Gardens	Kathleen Verances, Alternate	Yes
	Paul Ecado, Alternate	No

	Alix Aceituno	No
Urban Collaborative Project	Barry Pollard , Alternate	Yes
	Camina Paz, Alternate	No
Vista Community Clinic	Jennifer Gill	Yes
	Nanette Stam, Alternate	No
	Carmela Muñoz, Alternate	No
	Alla Valdespino, Alternate	No

May 22, 2025

May 8, 2025, Joint Meeting Minutes

[View Meeting Video](#)

Chair Jennifer Mendoza called the meeting of the Microtransit Joint Working Group to order at 9:32 a.m.

1. Non-Agenda Public Comments/Member Comments

Public Comments: None

Reports

2. The State of Microtransit Locally and Nationally

+2A. Microtransit in the San Diego Region

North County Transit District and San Diego Association of Governments staff provided an overview of microtransit initiatives in the regions. Working Group members were invited to participate in a question-and-answer session.

Member Comments: Brent Boyd (Metropolitan Transit System), Teala Cotter (City of Oceanside), Tricia Olsen (City of Coronado), Reyna Ayala (City of Imperial Beach).

Action: Information

+2B. Panel: Microtransit Outside the San Diego Region

Senior Director of Regional Planning Antionette Meier; Richard Cowart, KCATA; Monica Waggoner, LA Metro; Jing Xu, DART; and David Mach, City of Torrance, presented microtransit programs and discussed best practices and lessons learned for microtransit implementation.

Member Comments: Lisa Madsen (Port of San Diego)

Public Comments: Craig Jones, Rita Clement, Chris Roberts, Keedan-Rev Seruelo, Sanjiv Nanda

Action: Discussion

Adjournment

3. Adjournment

The next Social Equity Working Group meeting is scheduled for May 22, 2025, at 9:30 a.m.

Chair Mendoza adjourned the meeting at 11:06 a.m.

Confirmed Attendance of Social Equity Working Group at the Microtransit Joint Working Group Meeting

Jurisdiction	Name	Attended
Chair (Non-Voting)	Mayor Alysson Snow	No
Bayside Community Center	Rose Ceballos	No
	Kim Heinle, Alternate	No
Casa Familiar	Lisa Cuestas	No
	Georgette Gomez, Alternate	Yes
	Goyo Ortiz, Alternate	No
City Heights CDC	Jesse Ramirez	Yes
	Rosa Olascoaga, Alternate	No
El Cajon Collaborative	Carol Lewis	Yes
Escondido Education COMPACT	Mirjana Rodriguez	Yes
MidCity-CAN	Belen Hernandez	No
	Guadalupe Rojas, Alternate	Yes
	Parke Troutman, Alternate	No
SBCS Corporation	Kathie Lembo	No
	Mauricio Torre, Alternate	No
	Jose Mirelas, Alternate	No
Olivewood Gardens	Claire Groebner	Yes
	Jen Nation, Alternate	No
Operation Samahan	Kathleen Verances	Yes
	Leslie Manjarrez, Alternate	No

Urban Collaborative Project	Alix Aceituno	No
	Barry Pollard , Alternate	No
	Camina Paz, Alternate	Yes
Vista Community Clinic	Jennifer Gill	No
	Nanette Stam, Alternate	No
	Carmela Muñoz, Alternate	No

May 22, 2025

Airport Transit Connection Update

Overview

Since the last status update presented to the SANDAG Board of Directors in December 2024, staff have been carrying out additional analysis of the Airport Transit Connection (ATC) based on current data and stakeholder input. This analysis will be used to determine what alternatives advance to the environmental process.

Key Considerations

Advanced planning work is underway to evaluate which ATC concepts are the most feasible and the best fit for the San Diego region prior to beginning the environmental analysis phase. Progress is being made in the following areas:

- An airport travel survey was conducted in fall 2024 to collect post-pandemic data on travel habits to and from the airport from residents, tourists, and airport employees. The survey is key to updating the transportation model and informing the ATC planning process.
- Staff are updating ATC Trolley concept features in coordination with our local partner agencies. This includes determining if frequency better than 15 minutes can be achieved while reducing the time the Trolley operates at-grade in one of the most congested parts of Downtown between the airport and Santa Fe Depot.
- Staff have also developed an approach to significantly pare down the number of ATC concepts before entering the environmental analysis phase. A mix of metrics including transit connectivity, access, infrastructure requirements, and updated costs are being evaluated along with stakeholder input as part of this process.
- Public engagement opportunities are being developed this year to seek input on the ATC planning pare down process in preparation for environmental review.

Additionally, near-term strategies for enhancing bus and shuttle connections are being assessed. These could include more frequent service from Downtown and Old Town to the airport. Transit priority measures for these services could also be implemented so that MTS Route 992, the San Diego Flyer, and other shuttle services may benefit. This would ensure better transit options to the airport are available prior to the implementation of the proposed project.

Next Steps

Staff will complete Trolley concept updates, summarize airport travel survey results, and use public feedback to identify those ATC concepts that may advance to environmental review. Staff will continue collaborating with our peer agency stakeholders and state and federal funding partners to ensure the proposed project best meets the needs of the San Diego region and is highly competitive.

Action: Information

Staff will present an update on the advanced planning and outreach for the Airport Transit Connection project.

Fiscal Impact:

Funding for the Airport Transit Connection is included in Capital Improvement Project No. 1149100.

Schedule/Scope Impact:

Additional planning analysis and public engagement is underway to prepare the project for environmental review in late 2025.

Jennifer Williamson, Deputy Director of Regional Planning



Airport Transit Connection Update

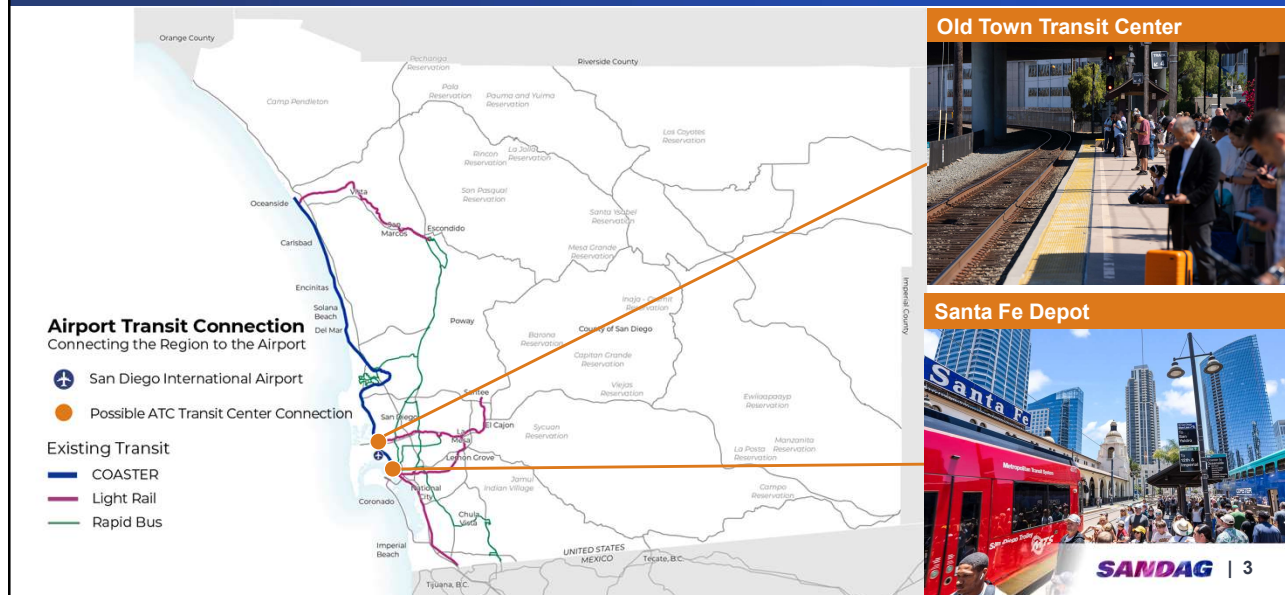
Social Equity Working Group | Item 3
Marisa Mangan, Senior Regional Planner
May 22, 2025

Airport Transit Connection

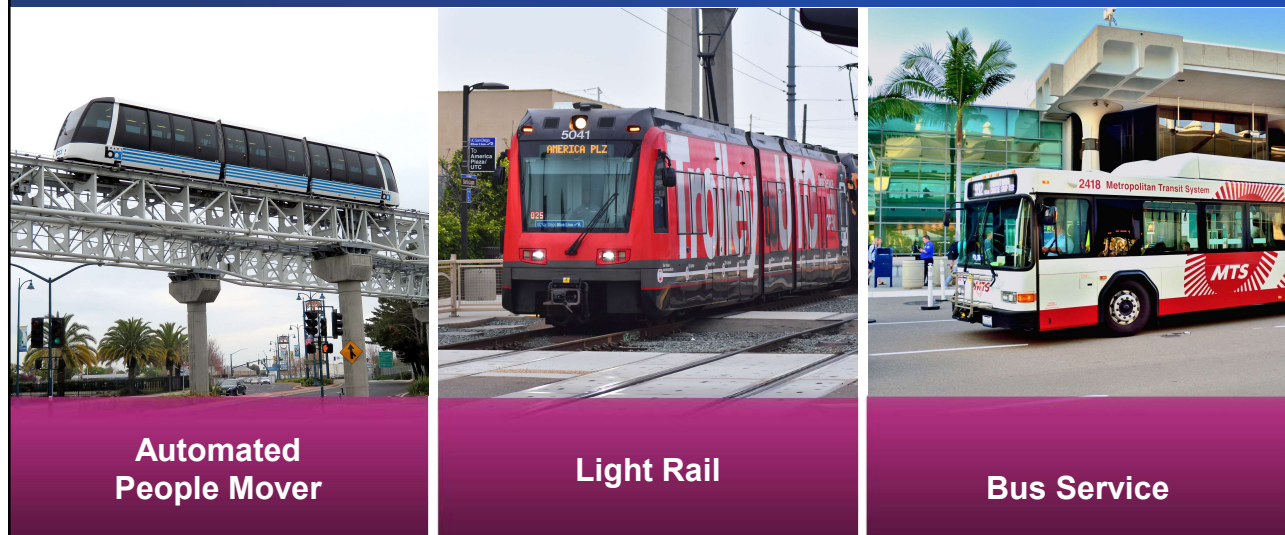


Regional Level Considerations

Connecting to Existing Regional Rail Network



Airport Transit Connection – Peer Agency Modes



Automated People Mover Image Source:
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Automated People Mover Concepts

Five people mover concepts with 13 total variations

AIRPORT TRANSIT CONNECTION Concepts 1-5: Automated People Mover

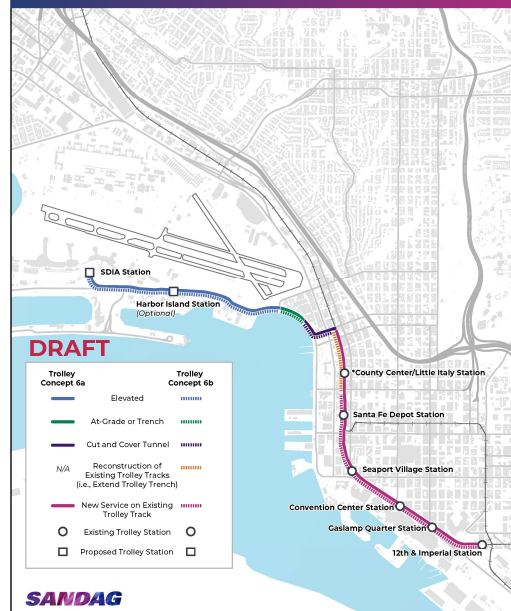


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Trolley Concept Updates

- Concept 6a – Operational modeling in process
- Concept 6b – Trench extension concept variation added

AIRPORT TRANSIT CONNECTION Concept 6: Light Rail Trolley Extension

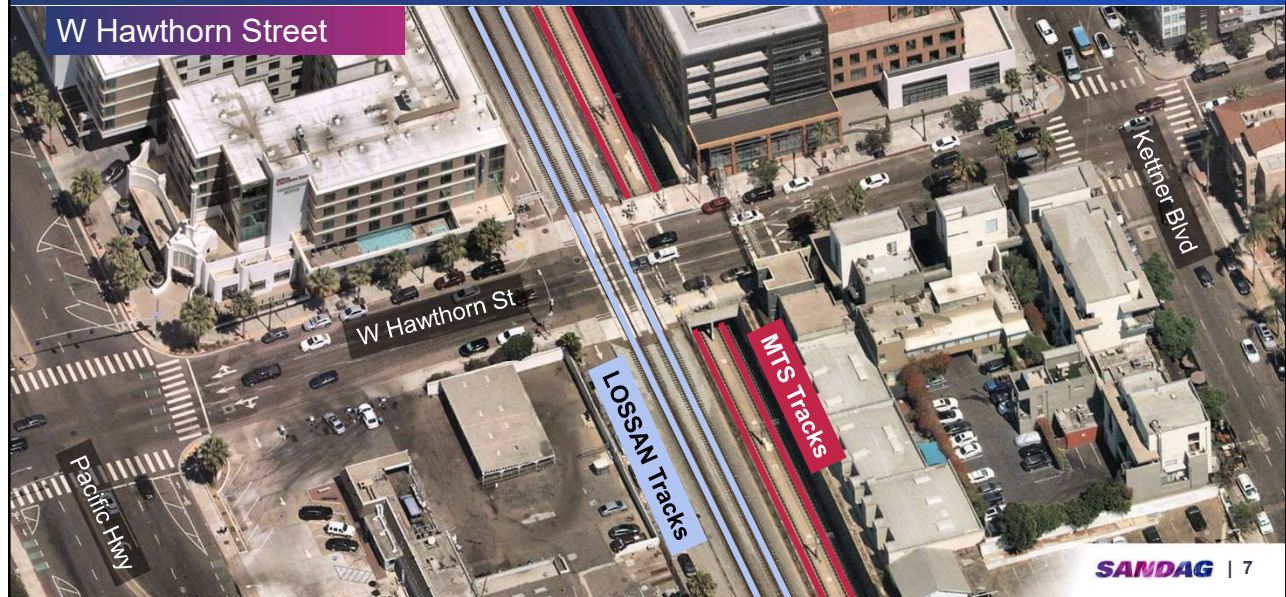


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*The location of the County Center/Little Italy Station is still being evaluated for Trolley Concept 6b.

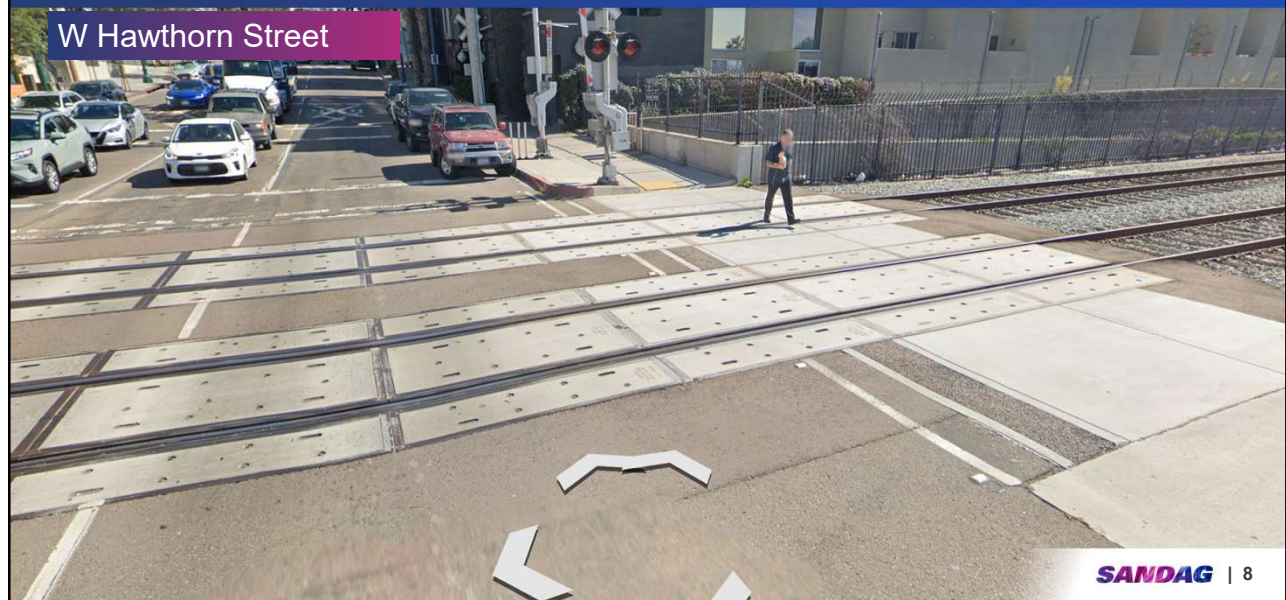
Trolley Concept Updates

W Hawthorn Street & W Ash Street Existing Conditions



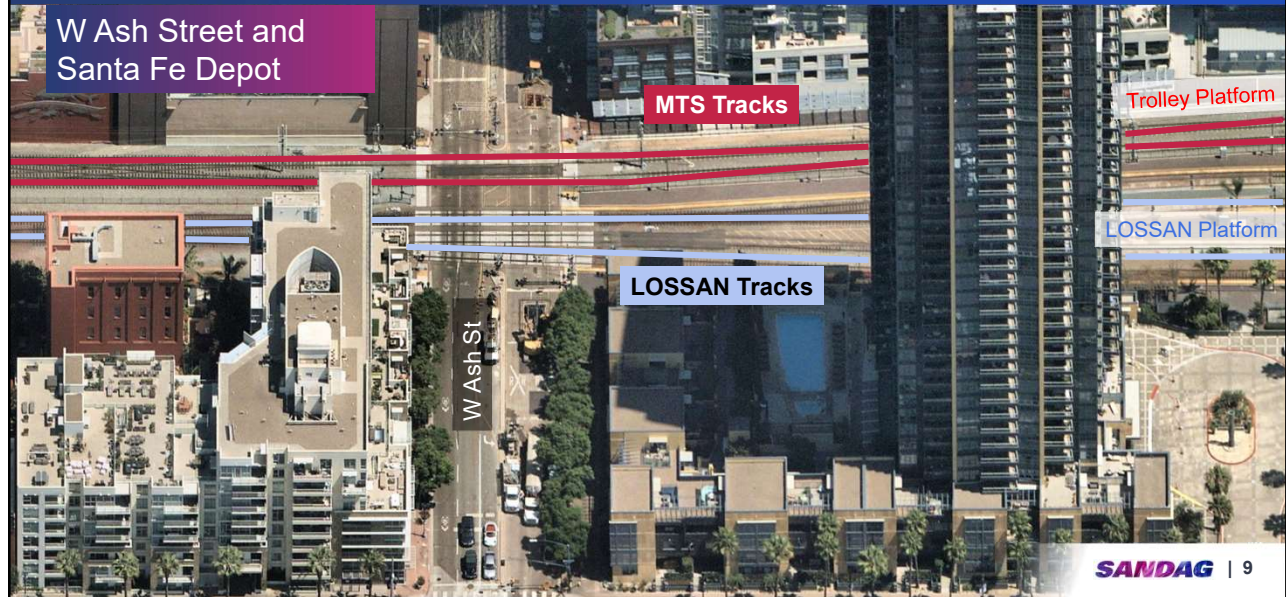
Trolley Concept Updates

W Hawthorn Street & W Ash Street View



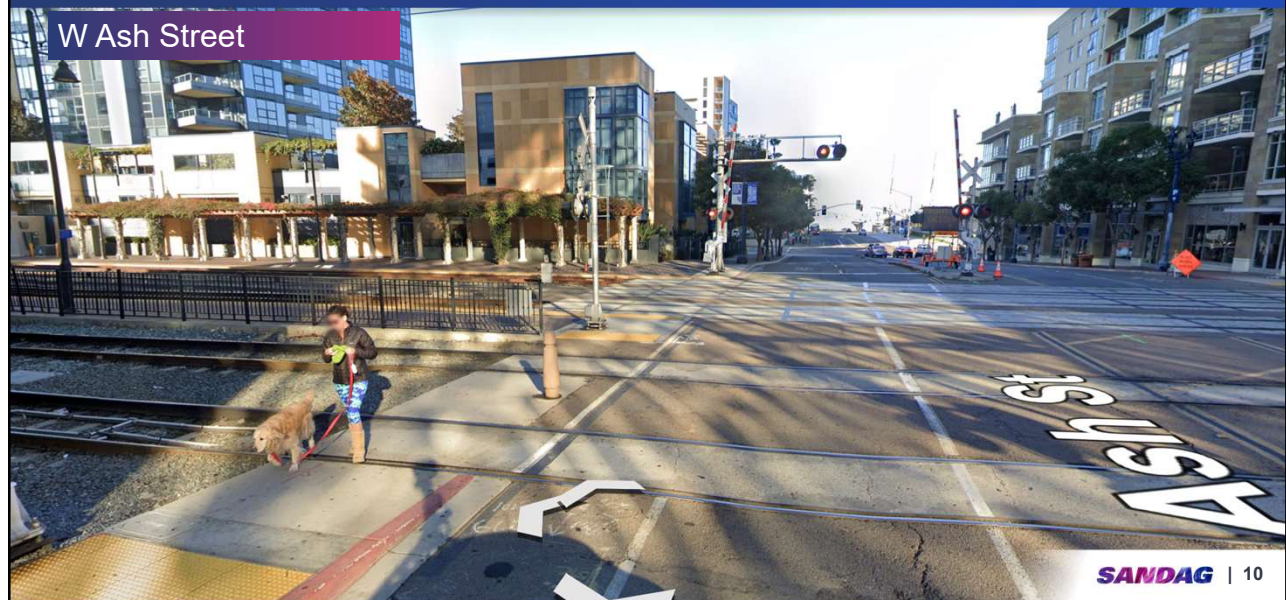
Trolley Concept Updates

W Hawthorn Street & W Ash Street Existing Conditions



Trolley Concept Updates

W Hawthorn Street & W Ash Street View



Enhanced Bus Opportunities

Proposed Approach

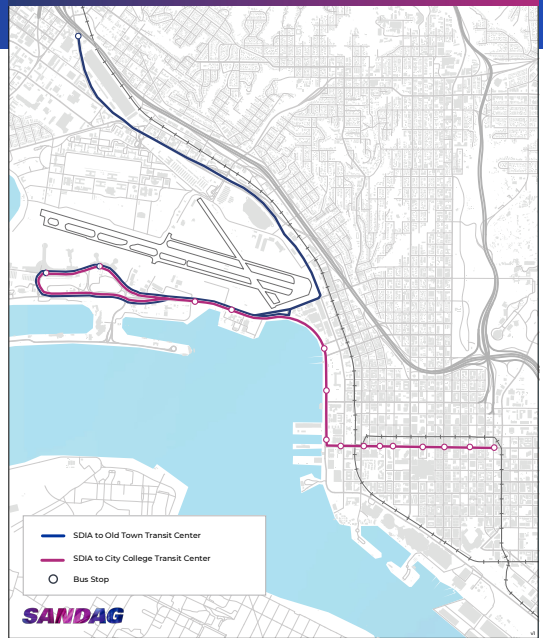
- **Near-Term**

- Terminal 1, Phase A
- Work with MTS and SDCRAA to increase Route 992 and San Diego Flyer frequency

- **Mid-Term**

- Terminal 1, Phase B
- Implement bus priority solutions between airport, Downtown, and Old Town
- Interim strategy prior to ATC rail connection

AIRPORT TRANSIT CONNECTION Concept 7: Enhanced Bus Service



Airport Transit Connection Concepts

Proposed Pare Down Approach for Rail

- Pare down builds off the 2023 Concept Evaluation Study and prior studies to evaluate and identify concepts to advance to the environmental process.
- Concepts are being evaluated using the most current available data, incorporating new technical work and concept refinements.
- The approach will prepare the project for the federal environmental clearance process.
- Three-step approach
 - Evaluate concepts against quantitative metrics
 - Validate Step 1 evaluation and pare down concepts using additional considerations
 - Confirm concepts advancing to environmental process

Airport Travel Survey

Fall 2024

- Collected post-pandemic data on how residents, visitors, and employees travel to/from the airport.
- ~4,500 survey responses collected at SDIA terminals and onboard shuttles/buses
 - Intercept/face-to-face interviews (~3,900 responses)
 - Online, self-administered survey (~600 responses)
- Survey data will update the SANDAG transportation model and inform the ATC planning process



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Intercept Survey

Preliminary Insights*

Survey Period

October 4-
October 18

Survey Responses

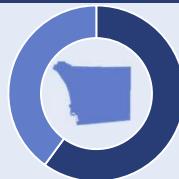
Collected
3,900

Goal
3,450

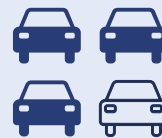
Survey Respondents: Residents, Employees, Visitors



~1 in 4 were
interested in the
optional survey



~60% **visitor** &
40% San Diego
County **resident**



Nearly **75% drove themselves** or
were dropped off
by someone or a
taxi/TNC



99% of sampling goal for San Diego
Flyer and MTS route
992 riders achieved

Approximate Breakdown of Trip Purposes



~70% Non-Business/Personal



~30% Business/Work-Related

*All results are provisional and subject to change

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Stakeholder Engagement Outlook

Fall 2024–Fall 2025

Continued collaboration with partner agencies

- Regular project planning and public affairs touchpoints
- Joint partner agency workshop
- Partner agency board updates

Public outreach

- Regional and urban core perspectives
- Stakeholder roundtables
- In-person and/or online activities
- Environmental public scoping meetings



Partner Agency Board Discussion Highlights

- Overall support for connecting to existing regional transit hubs
- Partner agency collaboration on near-term solutions
- Practical pare down approach for the ATC rail options
- Well-rounded public engagement approach
- Peer agency research and current practices
- Acknowledge each mode has opportunities and challenges

ATC Near-Term Activities

Spring–Summer 2025

- Publish airport travel survey report
- Update model with airport travel survey data
- Partner agency pare down workshop
- Public input: regional & urban core perspectives
- Start mid-term enhanced bus assessment

Fall–Winter 2024

- Complete airport travel survey and analyze data
- Trolley concept refinements
- ATC concept variation pare down
- Near-term enhanced bus assessment
- Update Board, Transportation Committee, Working Groups

Fall–Winter 2025

- Release notice of preparation (NOP) and begin CEQA process
- Hold public scoping meeting(s)
- Implement near-term enhanced bus service
- Continue mid-term enhanced bus assessment

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SANDAG's Role in Housing

Social Equity Working Group | Item 4
Stacey Cooper, Senior Regional Planner
May 22, 2025

SANDAG's Role in Housing

FEDERAL

Metropolitan Planning Organization

- Regional Transportation Plan

STATE

Regional Transportation Planning Agency

- Regional Transportation Plan & Sustainable Communities Strategy (Regional Plan)

Council of Governments

- Regional Housing Needs Assessment (RHNA)

Consolidated Agency

- Plan and build transportation projects

TRANSNET

Regional Transportation Commission

- TransNet program, oversight, and funding

LOCAL

Automated Regional Justice Information System (ARJIS)

- Cross-jurisdictional criminal justice data



SANDAG's Role in Housing

Regional Plan & Sustainable Communities Strategy (SCS)

- Coordinated transportation and land use strategy

Smart Growth Incentive Program (SGIP)

- Grant program for local jurisdictions to incentivize smart growth

Regional Housing Needs Allocation (RHNA)

Housing Acceleration Program (HAP)



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Regional Housing Needs Allocation (RHNA)

| 4

Regional Housing Needs Allocation (RHNA)

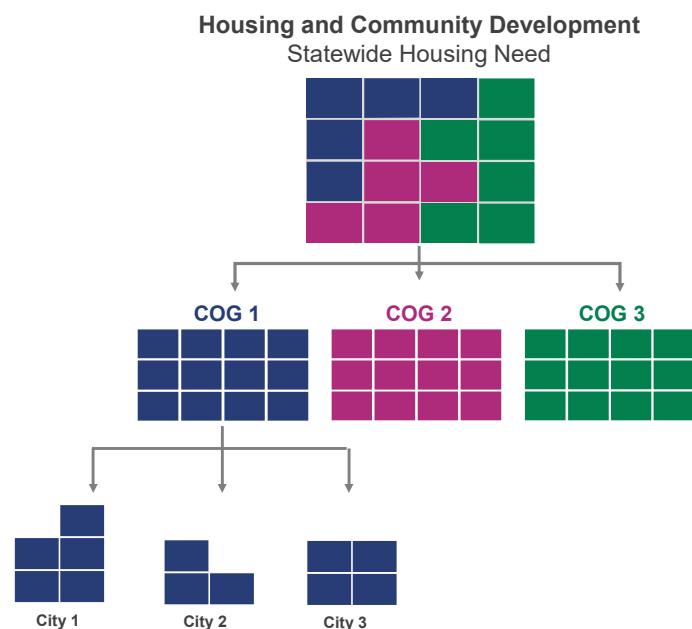
State-mandated process to determine how much housing must be planned to meet 'projected and existing' housing needs at a variety of affordability levels in each jurisdiction

It is NOT:

- A prediction of building permits, construction, or housing activity
- A ceiling of potential housing market demand or production
- Limited due to existing land use capacity or growth (rezoning is often necessary to accommodate RHNA)

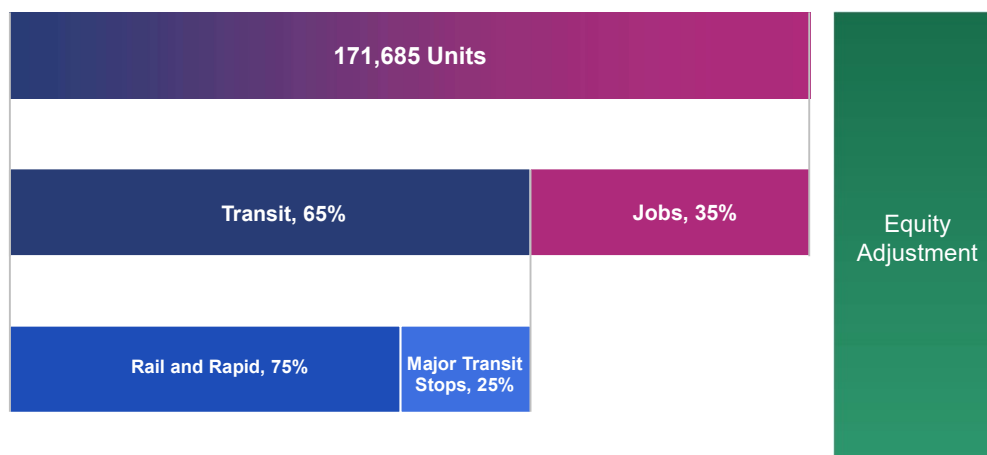
SANDAG | 5

RHNA Process (Determination & Allocation)



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6th Cycle RHNA – Allocation Methodology



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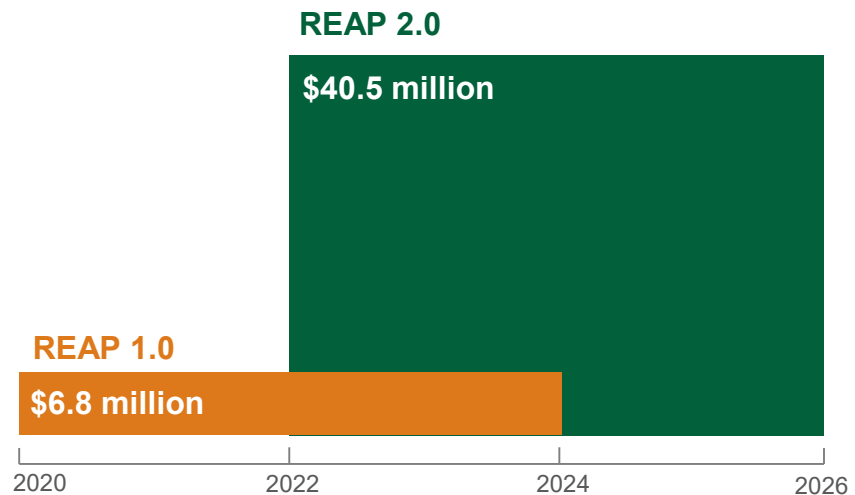
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Housing Acceleration Program (HAP)

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Regional Early Action Planning Grants (REAP)

Funding allocated to SANDAG



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REAP 1.0 Activities

Local Jurisdiction Support

- Planning Grants
- Technical Assistance
- Education and Outreach
- Sustainable Communities On-Call

Data Analysis & Policy Resources

- Housing Policy & Planning Tool
- Anti-Displacement Strategy
- Prohousing Best Practices

Regional Initiatives

- Regional Convenings
- Housing Policy Leadership Academy & Bootcamp
- Regional Financing Opportunities
- Regional Studies

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Housing Policy & Planning Tool

SANDAG Open Data Portal

Welcome to SANDAG's Open Data Portal. We invite you to explore, visualize, and download publicly accessible data for the San Diego region.

Search for Data

Categories

 Bike Map Mileage Dashboard	 Border Wait Times <small>With daily updates</small>	 Census, Estimates, and Forecasts	 CIBRS Crime Data
 Commercial Vehicle Survey	 Community Characteristics	 Criminal Justice Research Clearinghouse	 Employment Centers
 Flexible Fleets	 Regional GIS Data Warehouse	 Highway Traffic Data <small>Average daily traffic volumes</small>	 Housing Policy and Planning Tool

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Housing Policy & Planning Tool

Housing Policy and Planning Tool

The Housing Policy and Planning Tool is a web-based geospatial and data analysis resource developed by SANDAG. The purpose of this resource hub is to allow users to analyze datasets and policy documents related to housing, land use, and equity throughout the San Diego region.

[Affordable Housing Case Studies](#)



[Housing Policy Resources](#)



[Housing Element Compliance](#)



[APR Housing Data Explorer](#)



[Accessory Dwelling Unit Report](#)



[RHNA Dashboard](#)



Link: [Housing Policy and Planning Tool Landing Page | SANDAG Open Data Portal](#)

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REAP 2.0 Objectives



**Accelerating
Infill
Development**



**Affirmatively
Furthering Fair
Housing (AFFH)**



**Reducing
Vehicle Miles
Travelled (VMT)**

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Local Jurisdiction Support

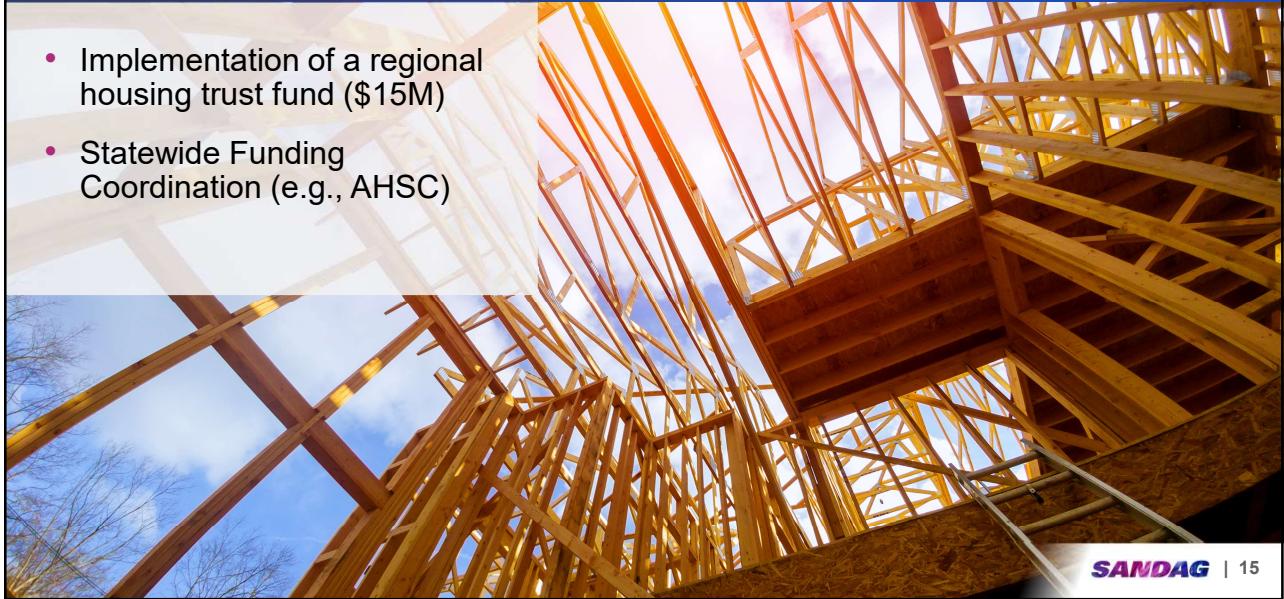
- HAP Cycle 2 Grants
 - Capital & Planning Projects (\$12.3M)
- Technical Assistance
- Policy and Planning Tools



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Affordable Housing Programs

- Implementation of a regional housing trust fund (\$15M)
- Statewide Funding Coordination (e.g., AHSC)



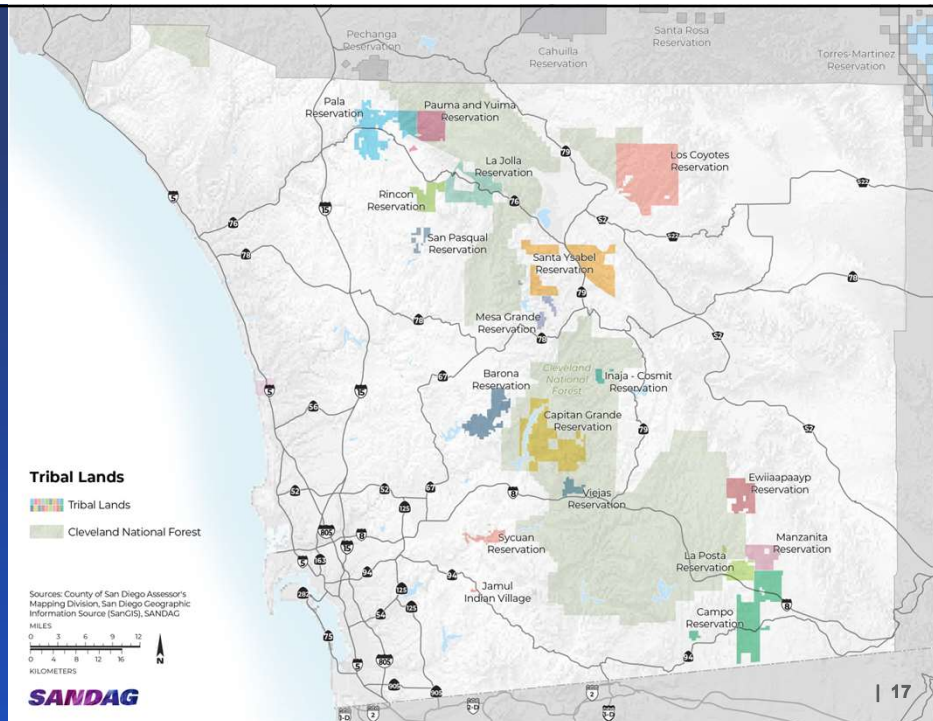
Transit Agency Partnerships

- Coordination with Metropolitan Transit System (MTS) and North County Transit District (NCTD)
- Advancement of transit-oriented development (TOD)



Tribal Partnership

\$4.4M for the Southern California Tribal Chairmen's Association (SCTA) to support each Tribe's unique housing needs.



Next Steps

- Continue to monitor housing legislation and RHNA reform efforts
- Advocate for the continuation of REAP funding
- Update the HPPT
- Continue to provide TA to local jurisdictions

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