



## Transportation Committee Agenda

Friday, September 5, 2025, 1 p.m.

SANDAG Board Room

1011 Union Street, First Floor

San Diego, CA 92101

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**1. Call to Order**

**2. Non-Agenda Public Comments/Member Comments**

Members of the public shall have the opportunity to address the Transportation Committee 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 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. Members and SANDAG staff may also present brief updates and announcements under this agenda item.

**3. Consent**

**3.1 Approval of Meeting Minutes**

*Francesca Webb, SANDAG*

ACTION: APPROVE

The Transportation Committee is asked to approve the minutes from its July 18, 2025, meeting.

**3.2 FY 2025 Transportation Development Act Claim Amendments Update**

*Marcus Pasqual, SANDAG*

ACTION: INFORMATION

Staff will present an update on the status of FY 2025 Transportation Development Act revenues and claims for the Metropolitan Transit System, North County Transit District, SANDAG, and Coordinated Transportation Service Agency.

**4. SANDAG Grant Programs: Quarterly Status Update and Section 5310 Program Amendment Request**

*Goldy Herbon, SANDAG*

ACTION: APPROVE

The Transportation Committee is asked to approve an eight-month extension for the Home of Guiding Hands vehicle procurement project.

**5. TransNet Active Transportation Grant Program Project Amendment**

*Ben Gemblar, SANDAG; Paz Gomez, City of Carlsbad*

ACTION: DISCUSSION/POSSIBLE ACTION

The Transportation Committee is asked to consider a three-year time extension, scope of work, and budget amendment for the City of Carlsbad's Active Transportation Grant Program-funded Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project.

**6. Transportation Development Act Triennial Performance Audit**

*Brian Lane, SANDAG; Brandon Tanous, Holly Hart, Weaver LLC.*

ACTION: RECOMMEND

The Transportation Committee is asked to recommend that the Board of Directors authorize the Chief Executive Officer to:

1. Transmit the performance audit report of SANDAG to the Caltrans Director as required;
2. Certify in writing to the Caltrans Director that the performance audit of the transit operators located in the area under its jurisdiction have been completed;
3. Implement the performance audit recommendations pertaining to SANDAG Transportation Development Act activities; and
4. Transmit the other recommendations to the transit operators for implementation.

**7. The San Diego International Airport Updates**

The San Diego International Airport and SANDAG staff will provide updates on major airport initiatives, including the Terminal 1 Phase 1A opening and the Airport Transit Connection project.

**7.1 San Diego International Airport Terminal 1 Phase 1 Opening**

*Matt Harris, San Diego International Airport*

ACTION: INFORMATION

San Diego International Airport staff will present an update on New Terminal 1 Phase 1A opening, including information on how the traveling public can use new airport roads.

**7.2 Airport Transit Connection Project Update**

*Marisa Mangan, SANDAG*

ACTION: DISCUSSION

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

**8. Adjournment**

The next Transportation Committee meeting is scheduled for Friday, September 19, 2025, at 9 a.m.



# Transportation Committee

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## MEMBERSHIP

The Transportation Committee advises the SANDAG Board of Directors on major policy-level matters related to transportation. The Transportation Committee assists in the preparation of the Regional Transportation Plan and other regional transportation planning and programming efforts. It provides oversight for the major highway, transit, regional arterial, and regional bikeway projects funded under the Regional Transportation Improvement Program, including the *TransNet* Program of Projects. Areas of interest include project schedules, costs, and scope.

The Transportation Committee generally meets at 9 a.m., on the first and third Friday of the month, and 1 p.m. on the first Friday of every-other month.

Staff contact: Brian Lane, (619) 699-7331, [brian.lane@sandag.org](mailto:brian.lane@sandag.org)

### MEMBERS

**Jennifer Mendoza**

Mayor Pro Tem, City of Lemon Grove  
*(Representing East County)*

**David Zito, Chair**

Councilmember, City of Solana Beach  
*(Representing North County Coastal)*

**Sean Elo-Rivera, Vice-Chair**

Councilmember, City of San Diego

**John Duncan**

Mayor, City of Coronado  
*(Representing South County)*

**Joel Anderson**

Supervisor, County of San Diego

**Dane White**

Mayor, City of Escondido  
*(Representing North County Inland)*

**Patricia Dillard**

Metropolitan Transit System

**Priya Bhat-Patel**

North County Transit District

**Esther Sanchez**

San Diego County Regional Airport Authority

**Michael Zucchet**

Commissioner, Port of San Diego

### ALTERNATES

**Ronn Hall**

Councilmember, City of Santee  
*(Representing East County)*

**Joy Lyndes**

Deputy Mayor, City of Encinitas  
*(Representing North County Coastal)*

**Marni von Wilpert**

Councilmember, City of San Diego

**Cesar Fernandez**

Councilmember, City of Chula Vista  
*(Representing South County)*

**Paloma Aguirre**

Supervisor, County of San Diego

**Monica Montgomery Steppe**

Supervisor, County of San Diego

**Mike Sannella**

Deputy Mayor, City of San Marcos  
*(Representing North County Inland)*

**Cesar Fernandez**

Metropolitan Transit System

**Jewel Edson/Eric Joyce**

North County Transit District

**Rafael Perez**

San Diego County Regional Airport Authority

**Job Nelson**

Port of San Diego

**ADVISORY MEMBERS**

**Ann Fox**  
Caltrans District 11

**Erica Pinto (Jamul)**  
Southern California Tribal  
Chairmen's Association

**Danielle Weizman**  
Association of Planning Groups

**Melina Pereira**  
Caltrans District 11

**Eric LaChappa (La Posta)**  
Southern California Tribal  
Chairmen's Association

**Steve Hutchison**  
Association of Planning Groups



## Transportation Committee

### Meeting Minutes

**July 18, 2025, 9 a.m.  
SANDAG Board Room  
1011 Union Street, First Floor  
San Diego, CA 92101**

Voting Members Present: Chair David Zito (North County Coastal)  
Vice Chair Sean Elo-Rivera (City of San Diego)  
Supervisor Monica Montgomery Steppe (County of San Diego)  
Mayor Pro Tem Jennifer Mendoza (East County)  
Councilmember Cesar Fernandez (Metropolitan Transit System)  
Mayor Dane White (North County Inland)  
Deputy Mayor Eric Joyce (North County Transit District)  
Mayor John Duncan (South County)

Voting Members Absent: Commissioner Michael Zucchet (Port of San Diego)  
Mayor Esther Sanchez (San Diego County Regional Airport Authority)

Other Members Present: Danielle Weizman (Association of Planning Groups)  
Melina Pereira (Caltrans)  
Deputy Mayor Joy Lyndes (North County Coastal, Alternate)  
Chairman Eric LaChappa (Southern California Tribal Chairman's Association)

#### [Meeting Video](#)

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**1. Call to Order**

Chair Zito called the meeting to order at 9:05 a.m.

**2. Non-Agenda Public Comments/Member Comments**

Public Comments: Purita Javier, Cesar Javier, Alex Wong.

**3. Consent**

Public Comments: Cesar Javier, Steve Linke.

**Motioned by:** Councilmember Elo-Rivera  
**Seconded by:** Supervisor Montgomery Steppe

To approve the consent agenda.

For (8): Chair Zito, Councilmember Elo-Rivera, Supervisor Montgomery Steppe, Mayor Pro Tem Mendoza, Councilmember Fernandez, Mayor White, Deputy Mayor Joyce, and Mayor Duncan

Absent (2): Commissioner Zucchet and Mayor Sanchez

**The motion passed. (8 to 0)**

### **3.1 Approval of Meeting Minutes**

The Transportation Committee approved the minutes from its June 20, 2025, meeting.

### **3.2 Federal Performance Management Targets**

The Transportation Committee approved the regional asset condition estimates, as outlined in the staff report.

### **3.3 2025 Regional Transportation Improvement Program Amendment No. 8**

The Transportation Committee recommended that the Board of Directors adopt Resolution No. RTC-2026-01, approving Amendment No. 8 to the 2025 Regional Transportation Improvement Program.

## **5. FY 2026 Transit Agency Operating Budgets**

This item was taken out of order.

Director of Financial Planning, Budgets & Grants Susan Huntington; Mike Thompson, Metropolitan Transit System; and Eun Park-Lynch and Mary Dover, North County Transit District; presented the item.

Public Comments: Cesar Javier, Blair Beekman.

**Motioned by:** Mayor White  
**Seconded by:** Mayor Pro Tem Mendoza

To approve the North County Transit District and the Metropolitan Transit System's FY 2026 operating budgets for funding.

For (8): Chair Zito, Councilmember Elo-Rivera, Supervisor Montgomery Steppe, Mayor Pro Tem Mendoza, Councilmember Fernandez, Mayor White, Deputy Mayor Joyce, and Mayor Duncan

Absent (2): Commissioner Zucchet and Mayor Sanchez

**The motion passed. (8 to 0)**

**4. Draft 2025 Regional Plan: Public Hearing**

Deputy Director of Regional Planning Tuere Fa'aola presented the item. The Transportation Committee was asked to conduct a public hearing to receive public comment on the draft 2025 Regional Plan and its Sustainable Communities Strategy.

Chair Zito opened the public hearing at 9:52 a.m.

Public Comments: Cesar Javier, Chris Roberts, KC Gupta, Kirena Godwin, Kaylee Tichenor, Elena Grilli, Felix Lopez, Diego Sandoval, Steve Linke, Kina Bramlette.

Chair Zito adjourned the public hearing at 10:43 a.m.

**6. 2024 State of Commute Report**

Senior Researcher and Modeler Joaquin Ortega presented findings from the 2024 State of the Commute report.

Public Comments: Cesar Javier.

**7. Adjournment**

The next Transportation Committee meeting is scheduled for Friday, September 5, 2025, at 1 p.m.

Chair Zito adjourned the meeting at 11:07 a.m.

September 5, 2025

## FY 2025 Transportation Development Act Claim Amendments Update

### Overview

Each year the Board of Directors approves annual claims for the Transportation Development Act (TDA) program. Per SANDAG [Board Policy No. 001: Allocation of Responsibilities](#), the Transportation Committee is delegated the authority to approve TDA claim amendments. At the June 21, 2024, Transportation Committee meeting, the Committee approved the FY 2025 TDA claims based on estimates approved at the February 23, 2024, Board of Directors meeting.

Given the uncertainty of anticipated sales tax revenues in FY 2025, the Transportation Committee recommended and the Board Directors approved a downward revision to FY 2025 TDA revenue estimates at its February 7, 2025, meeting. Following the February 2025 meeting, staff monitored the actual TDA receipts noting that monthly revenues receipts were coming in closer to the original estimate approved in February 2024.

Because of the higher-than-expected FY 2025 actual receipts compared to revised estimated revenues, a TDA claim amendment was not necessary and funds were disbursed in accordance with the original claim amounts approved at the June 2024 Transportation Committee meeting. This report is to provide the Transportation Committee an update on actual TDA revenue and claim disbursement results.

### Key Considerations

The TDA program provides transit funding for transportation planning and mass transportation purposes. TDA funds come from a quarter of a percent state sales tax. Actual FY 2025 TDA revenues of \$205,737,568 were received compared to the original FY 2025 estimate of \$205,736,668 and revised estimate of \$201,781,552. FY 2025 claims have been fully paid to claimants based on the claims approved at the June 21, 2024, meeting. SANDAG, as the Transportation Planning Agency for MTS, NCTD, and FACT, is within required TDA reserve amounts after the disbursement of FY 2025 claims. The \$900.00 in additional TDA funds will be added to the reserve held by the County of San Diego.

### Action: Information

Staff will present an update on the status of FY 2025 Transportation Development Act revenues and claims for the Metropolitan Transit System, North County Transit District, SANDAG, and Coordinated Transportation Service Agency.

### Fiscal Impact:

Actual FY 2025 Transportation Development Act (TDA) receipts of \$205,737,568 were \$3,956,016 higher than the revised estimate of \$201,781,552 approved by the Board of Directors at its February 7, 2025, meeting. Actual claims paid were \$900 less than the actual revenue, resulting in minimal fiscal impact.

### Schedule/Scope Impact:

No FY 2025 claim amendments were processed as a result of the February 7, 2025, TDA revenue estimate revision as staff monitored the likelihood that revenues would be closer to the original estimate approved in February 2024. As a result, FY 2025 claims were paid according to initial claims

Revised Fiscal Year 2025 Revenue Estimate	201,781,552.00
Actual Fiscal Year 2025 Receipts	205,737,568.00
Original Fiscal Year 2025 Revenue Estimate	<u>205,736,668.00</u>
Surplus of actual receipts over original Fiscal Year 2025 Estimate	900.00

**Next Steps**

Staff will continue to monitor FY 2026 estimates against actual TDA receipts and suggest any estimate revisions if necessary.

***Kimberly Trammel, Director of Accounting and Finance***

Attachment: 1. Discussion Memo

## Discussion Memo

### FY 2025 Transportation Development Act (TDA) Claims Timeline

- February 23, 2024 – FY 2025 TDA Estimate of \$205,736,668 approved at Board of Directors Meeting
- June 21, 2024 – FY 2025 Claims totaling \$205,736,668 approved at Transportation Committee meeting
- February 7<sup>th</sup> 2025 – Revised FY 2025 TDA estimate of \$201,781,552 approved at Transportation Committee meeting
- February 7<sup>th</sup> 2025 to June 30<sup>th</sup> 2025 - Staff continued to monitor TDA revenues and noted that year to date revenues were coming in higher than expected. Claims continued to be paid based on original claim amounts.
- June 30, 2025 – Actual TDA receipts came in at \$205,737,568 which is closer to original estimate. No fiscal year 2025 claims amendment was needed.

### Comparison of FY2024 and FY2025 Actual Receipts

	<u>FY 2024</u>	<u>FY 2025</u>	<u>Y-O-Y</u>	<u>YTD</u>
July	17,862,306	17,303,108	-3.13%	-3.13%
August	17,146,042	18,336,171	6.94%	1.80%
September	16,332,037	16,254,494	-0.47%	1.08%
October	16,578,574	15,218,897	-8.20%	-1.19%
November	18,387,188	18,974,649	3.19%	-0.25%
December	15,983,878	17,420,465	8.99%	1.19%
January	14,884,100	15,238,523	2.38%	1.34%
February	19,929,803	22,106,303	10.92%	2.73%
March	15,938,397	15,528,457	-2.57%	2.18%
April	14,684,778	13,697,305	-6.72%	1.40%
May	18,261,568	19,054,726	4.34%	1.69%
June	15,792,881	16,604,468	5.14%	1.96%
	<u>201,781,552</u>	<u>205,737,568</u>		

YOY- Year over Year, comparison of % change for the month compared to prior year

YTD- Year to date, cumulative annual revenues to date compared to prior year

September 5, 2025

## **SANDAG Grant Programs: Quarterly Status Update and Section 5310 Program Amendment Request**

### **Overview**

The [TransNet Extension Ordinance and Expenditure Plan](#) provides funding for four competitive grant programs available to local jurisdictions, transit agencies, and nonprofit organizations that help implement the Regional Plan: the Active Transportation Grant Program (ATGP), the Environmental Mitigation Program Land Management Grant Program (EMP LMG), the Smart Growth Incentive Program (SGIP), and the Senior Mini-Grant Program. Additionally, SANDAG distributes funding for the Access for All (AFA) and Section 5310 programs, which are funded from the California Public Utilities Commission and Federal Transit Administration (FTA), respectively.

### **Key Considerations**

The Grant Programs Performance Measures Report (Attachment 1) highlights grant project status changes during the reporting period (April 1 – June 30, 2025), including performance data, project accomplishments, and the Watch List.

The Home of Guiding Hands (HGH) requests an eight-month extension for its vehicle procurement project (Attachment 2). HGH was awarded \$520,000 under the Section 5310 Program in April 2018 to purchase four accessible minivans and three accessible buses. The vehicles were purchased and put into service in June and October 2018, respectively, and are ready for SANDAG disposition since HGH fulfilled their grant scope they have met their FTA useful life requirements. Per FTA useful life requirements, Class D and V vehicles (light-duty transit vans) useful life is at least four years or 100,000 miles and Class A, B, and C buses (medium-sized, light-duty) useful life is at least five years or 150,000 miles. The average age of each of the HGH vehicles is 6 years as of June 30, 2025. The grantee was provided two prior amendments, one for a 12-month extension due to COVID-19 vehicle out-of-service time and another for six months to determine how to dispose of the vehicles. The current grant termination date is September 30, 2025. HGH requests another eight-month extension to work with SANDAG to complete the SANDAG vehicle disposition process.

### **Next Steps**

If the extension is approved and ratified by the SANDAG Board of Directors, staff will execute an amendment with HGH. If the extension is not approved, SANDAG would take ownership of the asset upon termination and be responsible for disposition. The next quarterly status update on the grant programs will be provided to the Transportation Committee in November 2025. The next biannual report to ITOC will be on September 10, 2025, and the update to the Regional Planning Committee will be provided in October 2025.

### **Action: Approve**

The Transportation Committee is asked to approve an eight-month extension for the Home of Guiding Hands vehicle procurement project.

### **Fiscal Impact:**

None.

### **Schedule/Scope Impact:**

During the reporting period (April 1 to June 30, 2025), Five projects were completed, and 12 were on the Watch List.

If the Transportation Committee approves the Home of Guiding Hands' extension request, vehicles can be disposed of by May 30, 2026. This extension does not have a scope impact.

***Antoinette Meier, Senior Director of Regional Planning***

Attachments: 1. Grant Programs Performance Report  
2. HGH Extension Request

# 2025 | GRANT PROGRAMS PERFORMANCE REPORT

SANDAG awards grant funds on a competitive basis that considers the grantees' ability to perform their proposed projects on time. SANDAG intends to hold grantees accountable for completing the project to ensure fairness in the competitive process and to encourage grantees toward implementation for public benefit on project deliverables as soon as possible. All SANDAG competitive grant programs are subject to SANDAG [Board Policy No. 035](#), which provides project milestone and completion deadlines and use-it-or-lose-it provisions.

A [master list](#) of all SANDAG grant program awards can be found on the [SANDAG Grants web page](#).

## Performance Report Period

This Transportation Committee (TC) Performance Report covers the reporting period between April 1 and June 30, 2025. TC has oversight over the following SANDAG Grant Programs: AFA, ATGP, EMP, SGIP, and STGP. This report provides an update on completed grant projects, top performance measures, and expenditures for each TC-related grant program.

## Completed Grant Projects

### Access for All (AFA) Program

No AFA projects were completed during this reporting period.

### Active Transportation Grant Program (ATGP)

No ATGP projects were completed during this reporting period.

### Environmental Mitigation Program Land Management Grant (EMP LMG)

One EMP LMG project was completed during this reporting period.

### Friends of Famosa Slough - Famosa Slough Stormwater Treatment Pond Restoration and Enhancement Project (Cycle 10)

The grantee was awarded \$53,000, and the grant began in March 2023. The project restored 0.2 acres of Freshwater Marsh habitat and removed 0.1 acres of invasive species. All project deliverables have been submitted, and the grantee has expended \$52,880.03 to date. Additional invoices are pending and will be resolved with the project closeout.



**Smart Growth Incentive Program (SGIP)**

Two SGIP projects were completed during this reporting period.

**City of Lemon Grove – Connect Main Street Phase I and II (Cycle 4)**

The grantee was awarded \$2.5 million for the capital construction project, which began on July 20, 2020. The project implemented numerous pedestrian and bike facilities along Main Street, including street conversion, a pedestrian trail, shared-use path, crosswalks, bulb-outs, lighting, and landscape features, which will improve north/south movement of people via active transportation. The project was completed on June 20, 2025, and the grantee has expended \$1,472,134 to date.



**City of Santee – Santee Specific Plan (Cycle 5)**

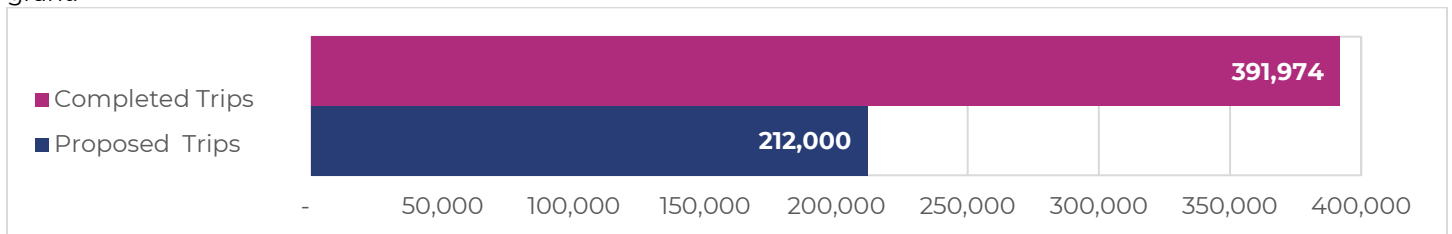
The grantee was awarded \$400,000, and the grant began on August 12, 2022. The project took 33 months to complete and was granted two project schedule amendments. The project resulted in updates to Santee’s General Plan and Town Center Specific Plan, promoting new development, including commercial, housing, and mixed-use development. The City expended \$352,292 of the grant award.

**Specialized Transportation Grant (STGP) Program**

Two STGP projects were completed during this reporting period.

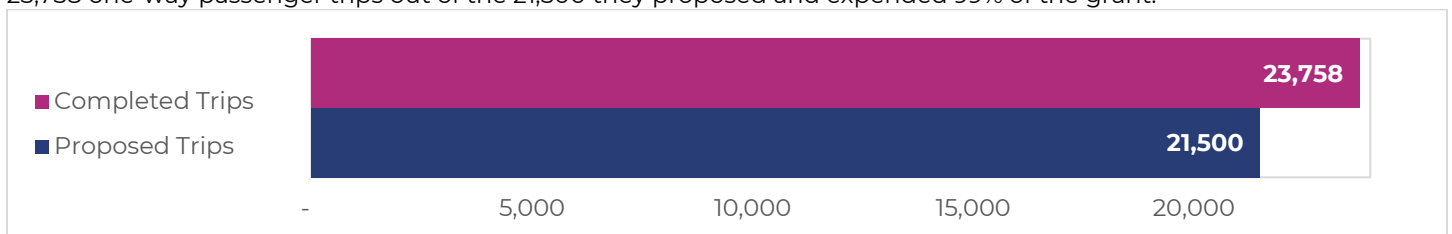
**Traveler’s Aid of San Diego - Cycle 12 - Operating - SMG**

The grantee was awarded an operating grant for \$500,000, and the grant began on June 1, 2023. The grantee provided 391,974 one-way passenger trips, exceeding the 212,000 they proposed in their application and fully expended the grant.



**ElderHelp of San Diego - Cycle 12 - Operating - SMG**

The grantee was awarded an operating grant for \$282,593, and the grant began on June 1, 2023. The grantee provided 23,758 one-way passenger trips out of the 21,500 they proposed and expended 99% of the grant.



**(Right photo)** Irma became a Traveler's Aid SenioRide participant in 2019. At the time, she received regular bus passes and volunteer driver rides. In 2023, she enrolled in the Senior Solutions program to receive additional volunteer driver rides and occasional Lyft rides when needed. In March, Irma celebrated her 75th birthday. During a call with the Traveler's Aid staff, Irma mentioned she would have family in town to celebrate her special day. Travelers Aid was able to connect Irma with Midway Museum tickets for her family outing in the Seaport Village. Irma's son is a Navy veteran and was excited to visit the ship with his family. Irma said she had the best day and thanked the staff for helping make her birthday special.



**(Far right photo)** ElderHelp plays a vital role in helping seniors and also supports those who care for aging loved ones. Anne is a family caregiver, looking after her mom, who is in her 80s. Anne is happy to help her mom in whatever way she can, but when she can't be there, Anne relies on ElderHelp to fill in the gaps. Through ElderHelp alternative services, they are able to deliver groceries and supplies from their pantry. She also gets regular check-ins to make sure she has what she needs. Anne appreciates the additional support for her mom.

## Active Grant Projects

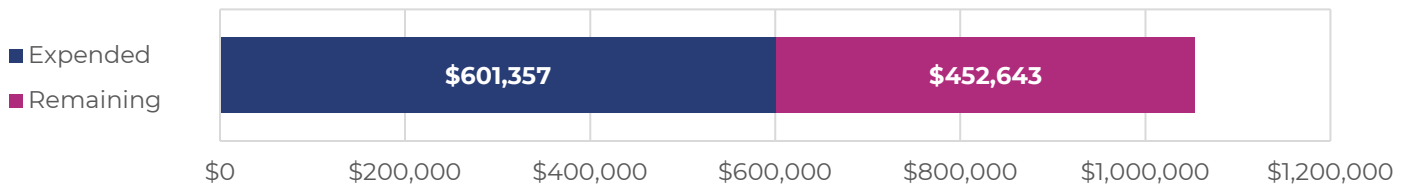
### Access for All (AFA) Program

On [January 24, 2025](#), the Board of Directors (Board) approved the AFA Cycle 2 funding recommendations, fully funding one application that will provide on-demand Wheelchair Accessible Vehicle (WAV) service in San Diego County, including WAV taxi service to the San Diego International Airport. AFA activity during the reporting period has involved finalization of the Cycle 2 contract for execution.

### Active Transportation Grant Program (ATGP)

There is a single active ATGP Project, the City of Carlsbad's Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project. This project was awarded \$1,054,000 in 2016 and has been granted two 36-month schedule extensions. The grantee is currently requesting a 36-month extension, a revised scope of work, and a budget amendment.

#### Active ATGP Projects Budget Spent and Remaining



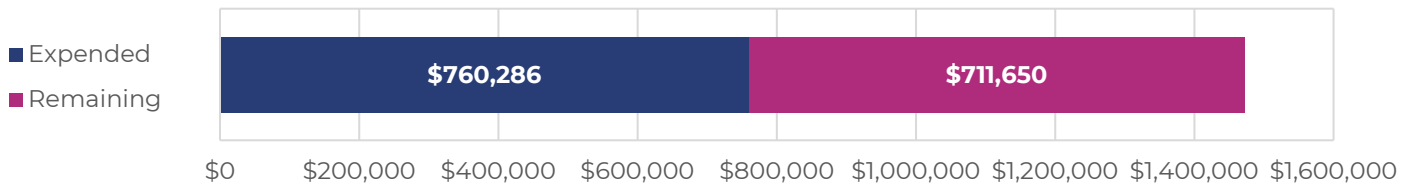
**Environmental Mitigation Program Land Management Grant (EMP LMG)**

A total of 8 EMP LMG projects are active, with the project types displayed in the bar chart below. The cumulative grant award for active projects is approximately \$1.5 million.

**Active EMP LMG Projects By Type**



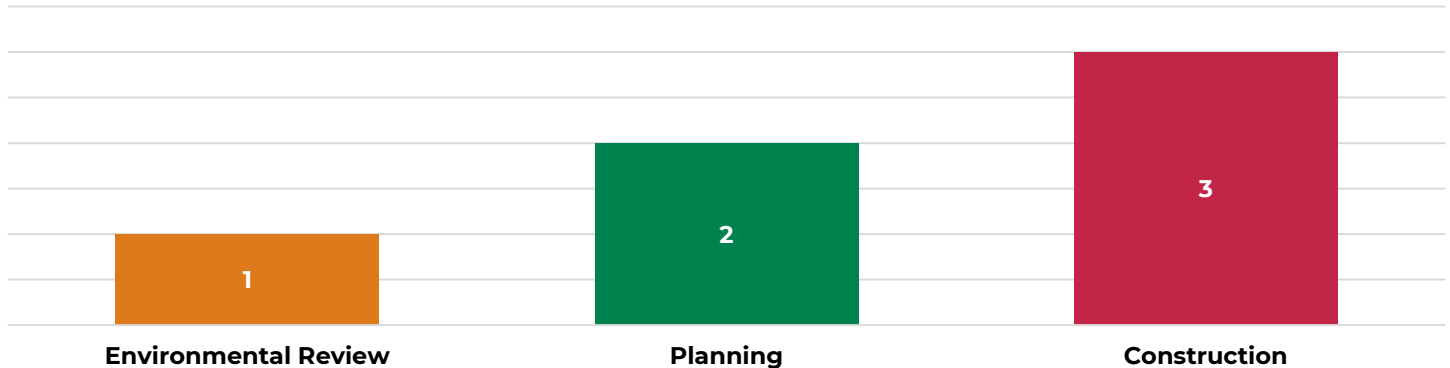
**Active EMP LMG Projects Budget Spent and Remaining**



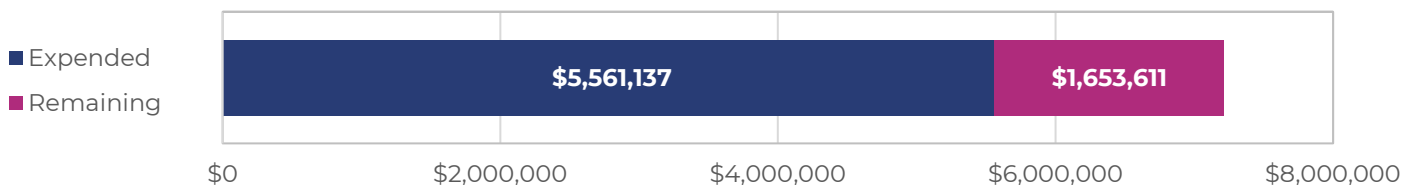
**Smart Growth Incentive Program (SGIP)**

There are six active SGIP projects with a total grant award of \$7.2 million. The projects are categorized as either planning or capital projects, with the latter potentially involving multiple phases within the grant. The active project stages are displayed in the bar chart below.

**Active SGIP Projects By Stage**



**Active SGIP Projects Budget Spent and Remaining**



**Specialized Transportation Grant (STGP) Program**

Twenty-eight active STGP projects have been awarded \$11.8 million, which are shown on the next page by project type. Twenty-five grants are operating and capital projects that provide transportation service units. Three projects are Mobility Management projects that provide travel referrals, travel training, and brokerage transportation service units. The standard performance measures used to monitor grants are in units and can include the number of one-way passenger trips, travel referrals, or travel training courses. Further information on the units delivered by project type is on the following page.

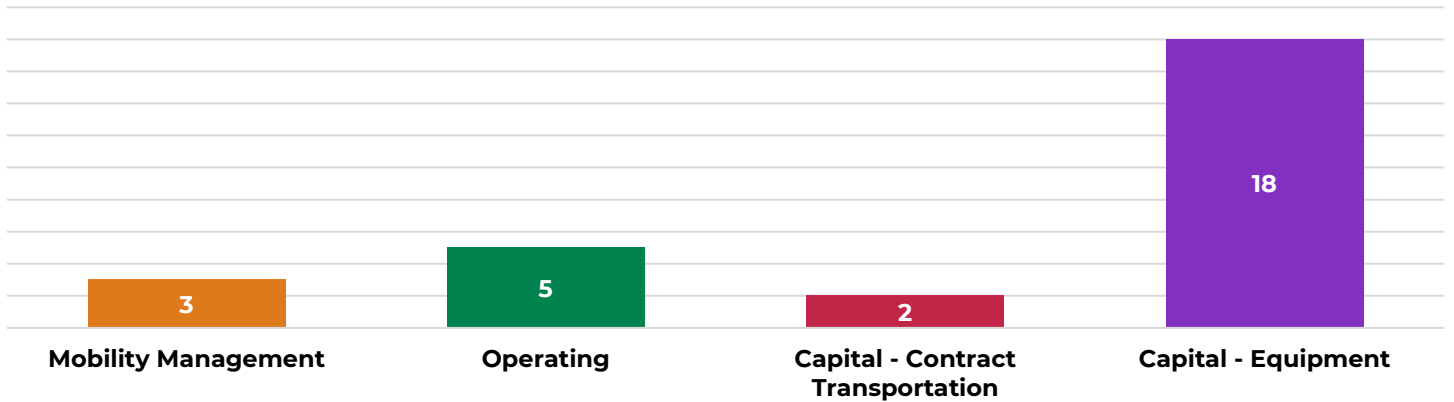
**Project Type Definitions**

Capital Project: Vehicle or equipment purchases; contracted transportation services

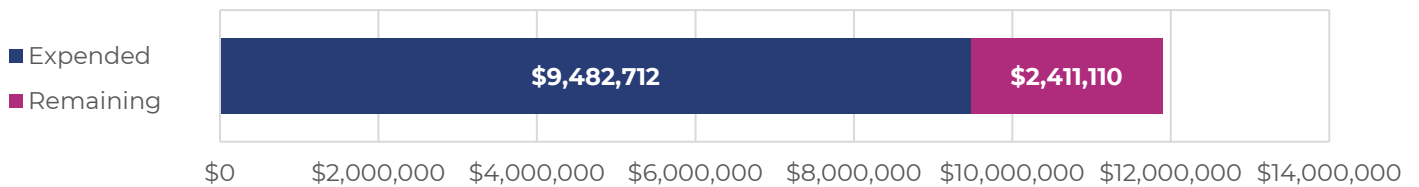
Mobility Management Project: Transportation brokerage services, transportation information and referral services, or travel training instruction

Operating Project: Mileage reimbursement, volunteer driver programs, or transit pass subsidies

**Active STGP Projects By Type**



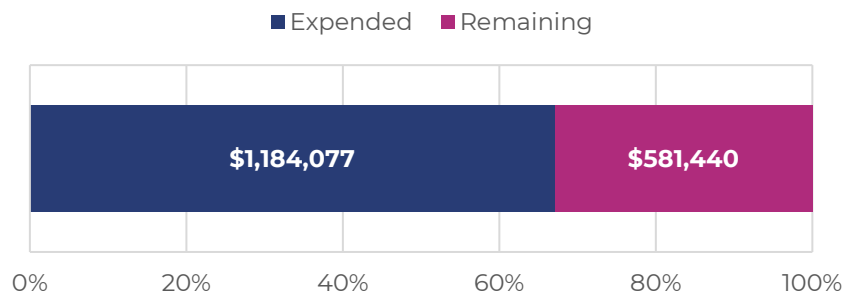
**Active STGP Projects Budget Spent and Remaining**



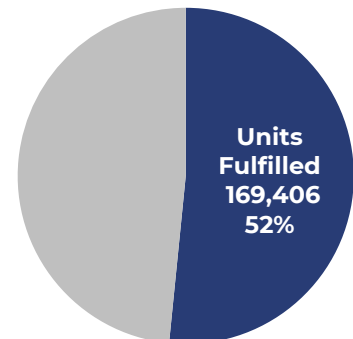
**Mobility Management Grants**

Mobility Management projects provide travel referrals, travel training, and brokerage transportation service units. The three grantees have a cumulative grant award of \$1.7 million. They have spent about 65% of their grant allocation, and the total target unit is 328,400. As of June 30, 2025, 169,406 or 52% of those units have been fulfilled.

**Mobility Management Projects Budget Spent and Remaining**



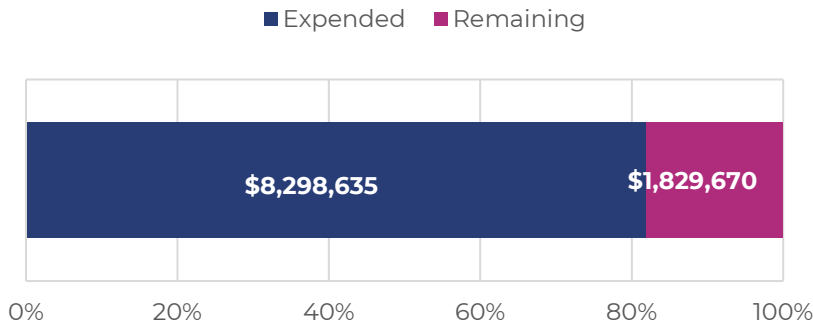
**Units Delivered and Remaining**



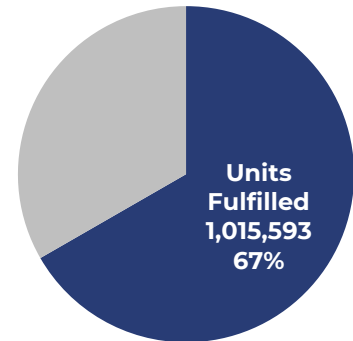
**Operating and Capital Grants**

Operating and Capital projects were awarded \$10.12 million and have spent about 81% of their cumulative grant allocation. The total target units for these active projects are 1,533,880. As of June 30, 2025, 1,015,593 or 67% of those units have been fulfilled.

**Operating and Contract Transportation Projects Budget Spent and Remaining**



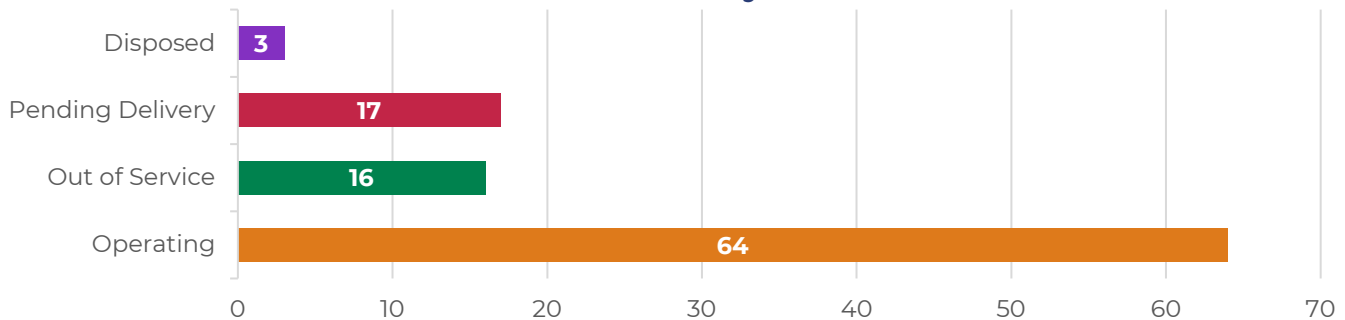
**Units Delivered and Remaining**



**Capital Equipment Grants**

All the active Capital Equipment grants are vehicle projects that resulted in the purchase of 100 accessible vehicles. The vehicle status information by grant is included in the chart below. Eighty vehicles are active, indicating they are operating or temporarily out of service. Jewish Family Service and NCTD each had one vehicle out of service during the reporting period for repairs, and MTS has 14 vehicles out of service because they are pending delivery to new grantees awarded through a Used Minivan solicitation. Seventeen vehicles have been purchased and are currently pending delivery, and three vehicles have been disposed of via amendments due to vehicle useful life expiration.

**STGP Vehicles by Status**



**Amendment Requests**

**Access for All (AFA) Program**

No AFA grantees requested amendments during this reporting period.

**Active Transportation Grant Program (ATGP)**

**City of Carlsbad – Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project**

The grantee is requesting a 3-year extension for a new scope of work and a budget amendment. The ITOC and TC recommended that the Board reject a previous amendment request earlier in the year. After the amendment denial, the City took the project to their City Council and received new direction, prompting City staff to submit a new amendment request. ITOC recommended that the Board approve the revised request, contingent on project delivery. This amendment request is a separate item on the TC agenda.

**Environmental Mitigation Program Land Management Grant (EMP LMG)**

No EMP LMG grantees requested amendments during this reporting period.

**Smart Growth Incentive Program (SGIP)**

No SGIP grantees requested amendments during this reporting period.

**Specialized Transportation Grant (STGP) Program****Home of Guiding Hands (HGH) - Cycle 9 - Vehicle Procurement - Section 5310**

The grantee was awarded \$520,000 in April 2018 to purchase four accessible minivans and three accessible buses. The vehicles were purchased and put into service in June and October 2018, respectively. The project was granted two prior amendments, one for a 12-month extension due to COVID-19 vehicle out-of-service time, and another for 6 months to determine how to dispose of the vehicles. The grantee is requesting another 8-month extension to work with SANDAG to dispose of the vehicles. If approved, the vehicles will be disposed of by May 30, 2026.

**Watch List Projects**

Projects are placed on a Watch List when a grantee has not made timely progress toward milestones or key project deliverables or has not implemented any SANDAG-issued corrective actions.

**Access for All (AFA) Program**

No AFA projects were on the Watch List during this reporting period.

**Active Transportation Grant Program (ATGP)**

One ATGP project was on the Watch List during this reporting period.

**City of Carlsbad – Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project**

This project was placed on the Watch List in October 2023 for not meeting major milestones. The grant expired on May 9, 2025, and an amendment request is pending.

**Environmental Mitigation Program Land Management Grant (EMP LMG)**

No EMP LMG projects were on the Watch List during this reporting period.

**Smart Growth Incentive Program (SGIP)**

Three SGIP projects were on the Watch List during this reporting period.

**City of El Cajon – Main Street-Green Street Gateway Improvements Project**

A Department of Industrial Relations (DIR) investigation for labor compliance has been underway since July 2024. The project will remain on the Watch List until this is resolved. The project was completed in early 2025.

**City of San Diego - Downtown Mobility Cycle Way Improvement Phase I and II**

A Department of Industrial Relations (DIR) investigation for labor compliance has been underway since November 2022. The project will remain on the Watch List until this is resolved. The project was completed in fall 2024.

**City of Lemon Grove – Connect Main Street Phase I and II**

The project was placed on the Watch List in November 2024 due to labor compliance issues with the contractors. SANDAG is working with the grantee to bring its contractors into compliance. The project was completed in June 2025.

**Specialized Transportation Grant (STGP) Program****FACT - Cycle 12 - CTSA Mobility Management - Mobility Management - Senior Mini-Grant**

The project is currently on the Watch List because the grantee submitted their invoices with errors, inadequate documentation, and ineligible expenses. This project has been on the Watch List for this issue for a year, and the grantee was asked to provide a Corrective Action Plan in March 2025 to address the issues. The Corrective Action Plan was only partially fulfilled by the deadline stated. SANDAG continues to work with the grantee to resolve these issues and is withholding payment from the grantee until invoices are corrected.

**FACT - Cycle 12 - CTSA Mobility Management - Mobility Management - Section 5310**

The project is currently on the Watch List because the grantee submitted their invoices with errors, inadequate documentation, and ineligible expenses. This project has been on the Watch List for this issue for a year, and the grantee was asked to provide a Corrective Action Plan in March 2025 to address the issues. The Corrective Action Plan was only partially fulfilled by the deadline stated. SANDAG continues to work with the grantee to resolve these issues and is withholding payment from the grantee until invoices are corrected.

**Jewish Family Service - Cycle 11 Supplemental - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.

**Jewish Family Service – Cycle 10 - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.

**San Diego Center for the Blind - Cycle 10 - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.

**San Ysidro Health – Cycle 10 - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.

**Sharp Healthcare Foundation - Cycle 10 - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.

**Mountain Shadows Support Group - Cycle 10 - Vehicle Procurement - Section 5310**

The project is on the Watch List because the grantee is behind on their proposed trip counts. This is the first time this project has been on the Watch List.



Home of Guiding Hands

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08/13/25

Aly Vazquez, Associate Grants Analyst  
 San Diego Association of Governments  
 401 B Street, Suite 800  
 San Diego, CA 92101

**Dear Mrs. Vazquez,**

Home of Guiding Hands is requesting an amendment to Agreement No. 5005202. HGHI is requesting an **8-month** extension to allow completion of the disposition process for the vehicles in the above-stated contract. HGHI has already fulfilled the grant scope, and all the vehicles have met their useful life per FTA standards.

**Previous efforts undertaken to maintain the project schedule**

The vehicles requesting an extension for are: 3 StarCraft Buses and 5 Dodge Mini Vans. The previous extension was 6 months. This prior extension was requested to allow time to receive newly grant-funded vehicles to replace the current fleet. The new vehicles were purchased to replace the vehicles in the current contract. They arrived later than expected and took longer to place into service than anticipated. This delay caused postponement of the disposition process for the older vehicles.

**Reason for delay and why it was unavoidable**

The delay was unavoidable due to late delivery of the replacement vehicles and the additional time required to complete outfitting, inspections, and registrations before they could enter service.

**Ability to succeed in the timeframe proposed**

HGHI has already obtained all necessary vehicle appraisals per FTA regulations. HGHI has decided to keep all the vehicles and dispose of any unneeded vehicles. The requested extension period will be used solely to work with SANDAG to close out the contract and release the vehicles to HGHI. Based on the status, the disposition process is expected to take approximately six months, which is within the requested extension period.

Sincerely,

Edward Hershey

**San Diego County Office**  
 619-938-2850  
 1908 Friendship Dr.  
 El Cajon, CA 92020

**Imperial County Office**  
 760-352-1500  
 605 Wake Avenue  
 El Centro, CA 92243



# SANDAG Grant Programs: Quarterly Status Update and Section 5310 Program Amendment Request

Transportation Committee | Item 4  
Goldy Herbon, Senior Grants Program Analyst  
September 5, 2025

1

## Grant Programs Summary



**Active Projects: 43**



**Completed Projects: 5**



**Watch List: 12**



**Amendments: 1**

2

# Project Showcase

## EMP LMG Program

- Friends of Famosa Slough – Famosa Slough Stormwater Treatment Pond Restoration & Enhancement



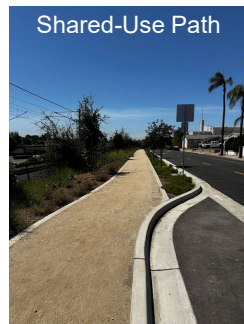
SANDAG | 3

3

# Project Showcase

## SGIP

- City of Lemon Grove - Connect Main Street Phase I and II



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4

## Project Showcase

### SMG

- ElderHelp - Seniors A Go Go
- Traveler's Aid Society - SenioRide



SANDAG | 5

5

## Watch List Projects

### Active Transportation Grant Program

- City of Carlsbad – Carlsbad Blvd. and Tamarack Ave. Pedestrian Improvement Project

### Smart Growth Incentive Program

- City of El Cajon – Main Street-Green Street Gateway Improvement Project
- City of San Diego – Downtown Mobility Cycle Way Improvement Phase I & II
- City of Lemon Grove – Connect Main Street Phase I and II

SANDAG | 6

6

## Watch List Projects

### Specialized Transportation Grant Program

- FACT – CTSA Mobility Management Cycle 12 – Senior Mini Grant
- FACT – CTSA Mobility Management Cycle 12 – Section 5310
- Jewish Family Service – Vehicle Procurement Cycle 11 – Section 5310
- Jewish Family Service - Vehicle Procurement Cycle 10 – Section 5310
- San Diego Center for the Blind - Vehicle Procurement Cycle 10– Section 5310
- San Ysidro Health - Vehicle Procurement Cycle 10 – Section 5310
- Sharp Healthcare Foundation - Vehicle Procurement Cycle 10 – Section 5310
- Mountain Shadows Support Group - Vehicle Procurement Cycle 10– Section 5310

**SANDAG** | 7

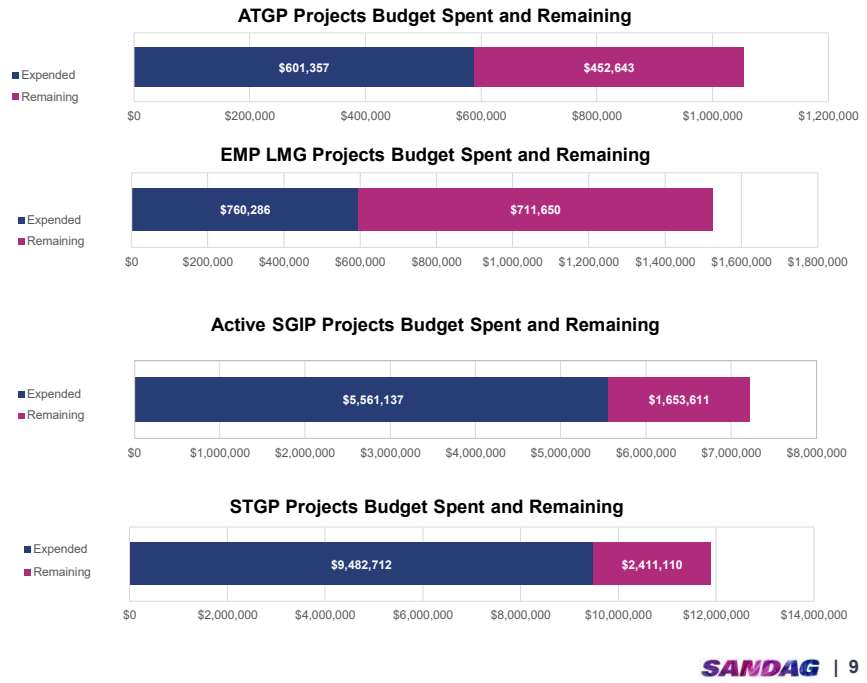
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# Active Grant Projects

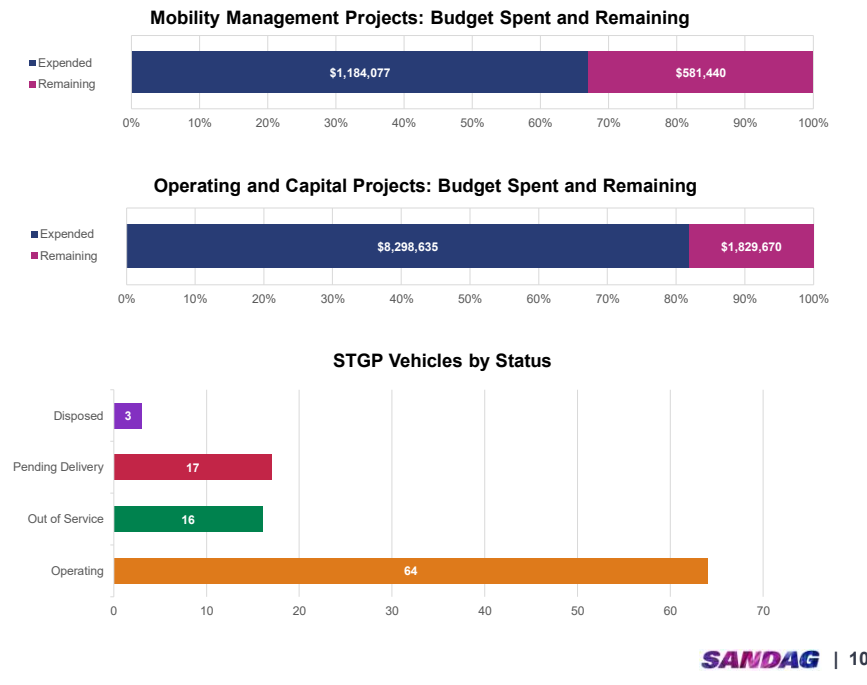
## Budgets Spent and Remaining



9

# Active Grant Projects

## STGP



10



## Amendment Request

Home of Guiding Hands

### 8-month Time Extension

- Third Extension Amendment Request
  - Justification: to allow for the disposal of vehicles
- Extension will allow for completion by May 30, 2026



**SANDAG** | 13

13

## Questions?

### Environmental Mitigation Program – Land Management Grant Program (EMP LMG)

- Kim Smith Phone: (619) 699-6949
- Benjamin Gembler Phone: (619) 849-6767

### Smart Growth Incentive Program (SGIP)

- Goldy Herbon Phone: (619) 699-6990

### Senior Mini-Grant Program (SMG)

- Aly Vazquez Phone: (619) 744-5890

### Active Transportation Grant Program (ATGP), Access for All (AFA)

- Benjamin Gembler Phone: (619) 849-6767

**SANDAG**

14

September 5, 2025

## TransNet Active Transportation Grant Program Project Amendment

### Overview

The SANDAG Active Transportation Grant Program (ATGP) provides funding for local jurisdictions to plan and build facilities that promote multiple travel choices; increase connectivity to transit, schools, retail centers, parks, work, and other community gathering places; provide bike parking and education; and establish awareness programs that support pedestrian and bike infrastructure. The ATGP is funded by TransNet and the Transportation Development Act. Four cycles of the ATGP have been held, and over \$28 million in funding has been awarded to 88 projects throughout the region.

### Key Considerations

There is only one active ATGP project, the City of Carlsbad's (City) Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project (Project). The City was awarded \$1,054,000 in ATGP funding on October 23, 2015 to conduct design, environmental clearance, and construction of pedestrian and bicycle improvements at the Carlsbad Boulevard and Tamarack Avenue intersection. The three-year grant agreement began in 2016, has been granted two 36-month time extensions, and expired on May 8, 2025. The City has been reimbursed \$601,357.33 and a balance of \$452,642.60 remains.

The City realized it could not complete the entire scope of the Project by the grant termination date, so in December 2024, the City requested a 24-month schedule amendment and a scope of work change that would eliminate project construction tasks and allow the City to complete the Project's design and environmental clearance by May 2027. Staff brought this request to the TransNet Independent Taxpayer Oversight Committee (ITOC) on [February 12, 2025 \(Item 11\)](#), and the ITOC recommended that the Board of Directors reject the City's request. ITOC members expressed concern that the City's request was unrealistic due to numerous uncertainties, including the lack of a Coastal Commission permit and environmental compliance for the Project, and that it was unlikely the Project could be completed within the timeframe the City had requested. At its meeting on [March 21, 2025 \(Item 5\)](#), the Transportation Committee (TC) recommended that the Board reject the City's request. TC members expressed support for the Project and noted it has region-wide benefits; however, they had concerns about the progress to date, the absence of funding to construct the Project, and the Carlsbad City Council's decision to wait to approve the final design until another roundabout project is completed and studied, which leaves the Project's design and construction timeline uncertain. This item was provided to the Board at its meeting on [March 28, 2025 \(Item 4\)](#). Ultimately, the item was pulled from the agenda for further review and analysis and deferred to a future meeting.

### Action: Discussion/Possible Action

The Transportation Committee is asked to consider a three-year time extension, scope of work, and budget amendment for the City of Carlsbad's Active Transportation Grant Program-funded Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project.

### Fiscal Impact:

If rejected by the Board of Directors, any unexpended funds would be returned to the program (Overall Work Program Project No. 300100: TransNet Smart Growth Incentive and Active Transportation Grant Programs) and used in a future call for projects.

### Schedule/Scope Impact:

If approved by the Board, the City commits to completing the improvements by May 8, 2028.

City staff then brought the expiring grant to their City Council on April 29, 2025, where the Council voted to proceed with the design and construction of a smaller-scale project with limited improvements. The City subsequently submitted a revised amendment request to SANDAG staff for consideration (Attachment 1). The revised request includes a three-year time extension and modified scope of work and budget to include new project limits, design, environmental clearance, right-of-way, permitting, and construction. The revised budget proposes to use the grant balance for construction only. Per the City's revised scope of work, the improvements would be completed in 2028.

SANDAG staff brought this request to the ITOC on [July 9, 2025 \(Item 9\)](#), and the ITOC recommended that the Board approve the request. Additionally, the ITOC recommended that an additional stipulation be placed on the grant that all expended grant funds must be returned if the Project is not completed by the new grant termination date. This condition is intended to add additional accountability for the City that could be used to ensure timely project delivery. Although there were concerns about the lack of progress on the Project, it was agreed that the benefits of the new scope of work are in line with TransNet Ordinance goals of improving safety and reducing congestion. The ITOC also recognized that the revised request was similar in scope and intent to the original project proposal. The ITOC received assurances from the City that the timeline for obtaining environmental clearance would be reduced due to the smaller scale of the Project. In addition, the ITOC looked favorably upon the use of the grant funds solely toward the construction phase.

### **Next Steps**

Pending a recommendation from the Transportation Committee, SANDAG and the City will bring the item to the Board this fall. If the Board rejects the request, the grant will be closed, and the unexpended funds will be returned to the ATGP for use in a future call for projects. If the Board approves the request, SANDAG grants staff will execute a new grant agreement with the City for the modified Project, the remaining grant balance of \$452,642.67, and a three-year term, in accordance with Board direction.

***Antoinette Meier, Senior Director of Regional Planning***

Attachment: 1. Revised City of Carlsbad Amendment Request Letter



May 20, 2025

Jenny Russo  
Grants Program Manager  
SANDAG  
1011 Union St., Suite 400  
San Diego, CA 92101

Subject: City of Carlsbad ATGP Project Schedule/Scope/Budget Amendment Request

Dear Ms. Russo:

The City of Carlsbad (city) is requesting an amendment to grant agreement No. 5004838 for a change in scope and a 36-month extension for the Carlsbad Boulevard and Tamarack Avenue Intersection Improvements Project (Project). The requested scope change and the 36-month extension will allow for the completion of the construction phase of the Project and grant close-out. The city will utilize its local or other funding sources to complete the engineering and environmental permitting phases of the Project.

**Previous efforts undertaken to maintain the project scope of work and schedule:**

The Project objective is to enhance the safety, access and aesthetics for all modes of transportation at the regionally significant, coastal intersection of Carlsbad Boulevard and Tamarack Avenue. The Project team had been working diligently to complete critical elements for the Project including design, environmental permitting and right-of-way (ROW) reconciliation with the California Department of Parks and Recreation (State Parks). Since November 2024, the Project has been on hold for SANDAG's consideration of a grant amendment to change the termination date.

**Timeline:**

The City Council authorized the Public Works Director to apply for a grant from SANDAG under the Active Transportation Grant Program for the Carlsbad Boulevard and Tamarack Avenue Intersection Improvements Project (Capital Improvement Program Project No. 6058), accepting the terms of the grant agreement, on March 10, 2015.

- The Public Works Director signed the original grant for \$1,054,000 on May 9, 2016.
- SANDAG provided two extensions to the grant term to allow the city more time to collaborate on the Project details with State Parks, which owns land immediately adjacent to the Project area.

**Public Works Branch**

**Transportation Department**

1635 Faraday Ave. | Carlsbad, CA 92008 | 442-339-2746

Ms. Russo  
May 20, 2025  
Page 2

- Amendment No. 1 to the grant was approved by SANDAG on April 17, 2019, extending the grant termination date to May 9, 2022.
- Amendment No. 2 to the grant was approved by SANDAG on May 3, 2022, extending the grant termination date to May 8, 2025.
- On July 18, 2023, the City Council approved the conceptual design of the Project, which includes a roundabout at the intersection, pedestrian safety improvements and widening the sidewalk on the bridge over the Agua Hedionda Lagoon inlet. The City Council authorized staff to proceed with the Project's next steps, which include its final design and environmental permitting, and directed staff to return with information on five months of traffic performance at the coastal roundabout project at the intersection of Carlsbad Boulevard and Cannon Road before seeking the City Council's approval for construction. That roundabout is expected to be completed in 2028.
- On Nov. 12, 2024, the City Council authorized staff to ask SANDAG to amend the scope of work to remove the construction phase and request a 24-month time extension of the grant for the Project (Resolution No. 2024-245.)
- On Feb. 12, 2025, SANDAG's TransNet Independent Taxpayer Oversight Committee recommended that the SANDAG Board reject the city's request. Committee members expressed concern that the city's request was unrealistic due to too many uncertainties, such as the lack of a California Coastal Commission permit and environmental clearance for the Project, and stated it was unlikely that the Project could be completed in the timeframe the city has requested.
- On March 21, 2025, the SANDAG Transportation Committee also recommended that the SANDAG Board reject the city's request. Some Transportation Committee members expressed support for the Project and noted it has region-wide benefits but also had concerns about the progress to date, the absence of funding to construct the Project and the City Council's decision to wait to approve the final design until another roundabout project is completed and studied, which they said leaves the Project's design and construction timeline uncertain.
- On April 29, 2025, the City Council reviewed three options and approved a smaller-scale project with limited intersection improvements in Resolution No. 2025-101 (Attachment A).

For additional information, please refer to the Project website linked [here](#).

**A detailed explanation on the reason for delay and scope of work change, and how it was unavoidable:**

As a regionally significant coastal access corridor, this Project has included extensive public outreach and multi-agency involvement since inception. The conceptual design phase evaluated multiple alternative options for intersection control, and the Project team made significant progress on final design, environmental studies, permitting and ROW coordination based on the preferred option at the time.

Ms. Russo  
May 20, 2025  
Page 3

Part of the reason for the delay is the evolution of the Project scope and costs for a roundabout option including re-constructing the entire right-of-way width for an approximate 1,500-foot road segment, where the estimated construction costs now exceed \$19 million. This was a significant change from the 2015 construction costs for the originally proposed intersection improvements estimated in the \$2 million range.

Construction funding has been contingent on the availability of grants and other outside sources that have been limited to date, with future opportunities uncertain in the changing economic climate. Since April 2025, the delay in the Project presented an opportunity for the City Council to re-evaluate the Project scope and implementation approach. As described above, the City Council approved the smaller-scale project with limited intersection improvements on April 29, 2025.

**Demonstrate the ability to succeed in the extended timeframe the grantee is requesting and with the revised scope of work:**

The Project team is prepared to revise the design, environmental permitting and ROW coordination for a smaller-scale project with limited intersection improvements approved by the City Council on April 29, 2025. The city plans to use local funds to complete the design and environmental permitting phases for the updated scope of the Project.

With updated information regarding SANDAG grant funds associated with this project, the City Council directed staff to pursue a smaller-scale project instead of a roundabout at the intersection, which focuses on Americans with Disabilities Act, or ADA-related safety enhancements. The details of the revised scope of the Project are included in the staff report provided to the City Council as Option 3 explained in Item No. 9 on the April 29, 2025, City Council agenda linked [here](#).

The revised scope improvements would include an enhanced pedestrian pathway and crosswalks, upgraded curb ramps to meet the current ADA standards, pedestrian phase traffic signal improvements, and improving the walkability of the area to the south by freeing up an additional 1.5 feet of width on the existing walkway. A schematic showing the proposed scope revisions is shown in Attachment B.

The SANDAG grant for the Project expired on May 8, 2025, and has an estimated available balance of \$455,000. This amendment requests that SANDAG change the termination date and scope of the grant agreement so the remaining funds can be used for the Project's construction. The requested three-year time extension will provide the city with sufficient time to complete the remaining design and environmental studies/documentation, get State Parks' final approval, obtain the necessary permits including the coastal development permit and construct the regional improvements. SANDAG's approval of the grant amendment will fund the construction of the intersection enhancements resulting in a significant regional benefit to safety, mobility and coastal access for pedestrians, bicyclists, drivers and transit riders.

Ms. Russo  
May 20, 2025  
Page 4

Enclosed with this letter is the proposed updated "Project Scope of Work" (Attachment C) and revised "Scope of Work, Schedule and Budget" (Attachment D). Thank you for considering this request. Please contact me if you have any questions or need any additional information.

Sincerely,

A handwritten signature in black ink that reads "Tom Frank". The signature is written in a cursive, slightly slanted style.

Tom Frank, PE  
Transportation Director/City Engineer

Attachments:

- A. April 29, 2025, City Council Resolution
- B. Schematic of proposed revised scope
- C. Proposed updated Project Scope of Work
- D. Proposed revised Scope of Work, Schedule and Budget

cc: Paz Gomez, Deputy City Manager, Public Works  
Zach Korach, Finance Director  
Hossein Ajideh, Engineering Manager  
Mariel Cairns, Principal Engineer

**RESOLUTION NO. 2025-101**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING A SMALLER SCALE PROJECT WITH LIMITED IMPROVEMENTS FOR THE CARLSBAD BOULEVARD AND TAMARACK AVENUE INTERSECTION IMPROVEMENTS PROJECT

WHEREAS, the City Council of the City of Carlsbad, California has determined that it is necessary, desirable and in the public interest to make improvements to the Carlsbad Boulevard and Tamarack Avenue intersection, Capital Improvement Program, or CIP, Project No. 6058, or Project; and

WHEREAS, a smaller scale project with limited improvements at the intersection of Carlsbad Boulevard and Tamarack Avenue as a part of this Project would enhance coastal access, and improve walking and biking infrastructure along Carlsbad's coastline; and

WHEREAS, the Project team has completed conceptual design options, traffic technical studies, and is ready to move forward with completing the environmental review, permitting and final engineering for the Project; and

WHEREAS, on July 18, 2023, the City Council adopted Resolution No. 2023-206, approving the conceptual design of the Project, which includes a roundabout at the intersection of Carlsbad Boulevard and Tamarack Avenue, pedestrian safety improvements, and widening the sidewalk on the bridge over the Agua Hedionda Lagoon inlet; and

WHEREAS, the City Council also authorized staff to proceed with the next steps with the roundabout option of the Project and directed staff to return with performance data on another coastal roundabout at the intersection of Carlsbad Boulevard and Cannon Road before seeking the City Council approval for construction of the Project; and

WHEREAS, on Nov. 12, 2024, the City Council adopted Resolution No. 2024-245, approving the submittal of a request to the San Diego Association of Governments, or SANDAG, to amend the grant in the Active Transportation Grant Program to change the grant scope to remove the construction phase from the grant funding and extend it for two years for the Project; and

WHEREAS, staff submitted the amendment request to SANDAG staff to change the grant scope to remove the construction phase from the grant funding and extend it for two years to comply with the City Council direction to postpone construction of the Project to a later date when additional data related to the performance of the roundabout at Carlsbad Boulevard and Cannon Road intersection can be obtained and evaluated; and

WHEREAS, on Feb. 12, 2025, the SANDAG TransNet Independent Taxpayer Oversight Committee, or ITOC, recommended that the SANDAG Board reject the city's request because ITOC members expressed concern that the city's request was unrealistic due to too many uncertainties; and

WHEREAS, on March 21, 2025, the SANDAG Transportation Committee recommended that the SANDAG Board reject the city's request due to concerns about the progress to date and the absence of funding to construct the Project, while some members expressed support for the roundabout in the Project and noted its region-wide benefits; and

WHEREAS, on March 28, 2025, SANDAG pulled the item for the grant from the SANDAG Board meeting agenda, to be scheduled at a later date; and

WHEREAS, on April 29, 2025, the City Council reviewed three options and selected Option 3, which includes a smaller scale project with limited improvements at the intersection of Carlsbad Boulevard and Tamarack Avenue as the preferred option, and authorized staff to move forward with the environmental review, permitting and final engineering design of the Project; and

WHEREAS, no additional funding is needed at this time but staff will return with a request for additional design funding if the SANDAG grant is not extended and at a future date for funding of the construction phase.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the proposed action to approve a preferred intersection design option is statutorily exempt from environmental review under CEQA Guidelines Section 15262 as it involves only feasibility or planning studies, including consideration of environmental factors, for possible future actions that have not been approved, adopted or funded. The proposed action does not have a legally binding effect on any possible future discretionary action.
3. That the City Council approves a smaller scale project with limited improvements at the Carlsbad Boulevard and Tamarack Avenue intersection as the preferred intersection design option.
4. That staff are authorized to move forward with environmental review, permitting, and final engineering for the selected design option of a smaller scale project with limited intersection improvements for the Carlsbad Boulevard and Tamarack Avenue Intersection Improvements Project, CIP Project No. 6058.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the 29th day of April, 2025, by the following vote, to wit:

AYES: Blackurn, Bhat-Patel, Acosta, Burkholder, Shin.

NAYS: None.

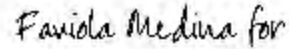
ABSTAIN: None.

ABSENT: None.



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KEITH BLACKBURN, Mayor



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SHERRY FREISINGER, City Clerk  
(SEAL)



## OPTION 3 – SMALLER SCALE PROJECT, LIMITED INTERSECTION IMPROVEMENTS



<b>Updated Project Scope of Work- DRAFT</b>			
<b>Task</b>	<b>Current Completion Date</b>	<b>New Completion Date</b>	<b>Description of Current Task Status</b>
<b>Collect Baseline Data</b>	July 2022		Completed
<b>Mobilization: Field Investigations and Data Collection</b>	July 2022		Completed
<b>Alternatives Analysis</b>	September 2022		Completed
<b>Public Outreach</b>	April 2023		Completed (additional public outreach may be performed before construction)
<b>Environmental Clearance &amp; Permitting</b>	January 2024	November 2026	
<b>Complete Engineering and Final Design</b>	February 2025	November 2026	
<b>Award Construction Contract</b>	April 2025	March 2027	
<b>Project Construction</b>	September 2027	September 2027 thru February 2028	

CAPITAL PROJECTS: SCOPE OF WORK, SCHEDULE, AND BUDGET

PROGRAM:

ACTIVE TRANSPORTATION GRANT PROGRAM \$1.054 Million

PART I: PROJECT OVERVIEW

PROJECT TITLE: Carlsbad Blvd and Tamarack Ave Pedestrian Improvement Project

PROJECT LIMITS:

Tamarack Avenue/Carlsbad Boulevard Intersection south to the Agua Hedionda Lagoon bridge

PROJECT SUMMARY:

Provide operational enhancements for vehicles, bicycles, pedestrians and transit riders. Improving this heavily traveled segment of Carlsbad Boulevard promotes walking, biking and transit use. The project will also enhance safety for all users and improve the area's aesthetics. Notable improvements at the intersection of Tamarack Avenue and Carlsbad Boulevard include new pedestrian ramps, crosswalks, pedestrian phase traffic signal phase, relocating a bus stop to provide improved access, and other walkway improvements.

PART II: SCOPE OF WORK, SCHEDULE, AND BUDGET

Propose tasks, deliverables, a timeframe, and a budget for implementing the project. The project schedule must be based on "Months from Notice to Proceed."

Capital projects are also required to include \$5,000 for baseline bicycle and pedestrian data collection.

Also identify any seasonal constraints that may require the overall project, or specific tasks, to begin or be completed by a specific date.

TASK NO.	TASK DESCRIPTION	DELIVERABLES:	START DATE*	Revised Start Date Amendment No. 2	COMPLETION DATE*	Revised Completion Date Amendment No. 2	TOTAL PROJECT COSTS:	Revised Start Date Amendment No.3	Revised Completion Date Amendment No.3
	<b>APPLICATION SUBMITTAL:</b>								
1	Collect Baseline Data (REQUIRED)	Baseline Data Collection Plan; Raw Bike/Ped Data (Mobility Analysis)	Notice to Proceed (NTP)	NTP (April 2022)	1	4 (July 2022)	\$ 38,840.00		July 2022 (completed)
2	Mobilization: Field Investigations & Data Collection	Update survey mapping, ROW mapping coordination with State Parks; utility mapping; geotechnical investigation	2	NTP (April 2022)	5	4 (July 2022)	\$ 165,704.30		July 2022 (completed)
3	Alternatives Analysis	Evaluation of 3 design alternative concepts; feasibility, value engineering, roundabout evaluation. Technical memo alternative analysis.	5	4 (July 2022)	9	3 (September 2022)	\$ 106,056.25		July 2023 (completed)
4	Public Outreach	<del>Solicit input on alternative designs. Appropriate outreach to the Traffic Safety and Mobility Commission, City Council and the public through construction phase, to select the Locally Preferred Alternative.</del>	9	9 (December 2022)	13	5 (April 2023)	\$ 90,293.13		February 2028 <sup>1</sup>
5	Environmental Clearance & Permitting	Environmental technical studies; CEQA IS/MND certification; resource agency permitting (Coastal Commission)		8 (November 2022)		<del>15 (January 2024)</del>	\$ 109,593.13	Sept. 2025	November 2026 <sup>1</sup>
6	Complete Engineering and Final Design	60%, 90%, and 100% PS&E	13	3 (June 2022)	19	<del>33 (February 2025)</del>	\$ 474,245.63	Sept. 2025	November 2026 <sup>1</sup>
7	Award Construction Contract	Bid Documents; Contract	19	33 (February 2025)	20	<del>36 (April 2025)</del>	\$ 33,020.00	Mar-27	March 2027 <sup>1</sup>
8	Project Construction	Start of Construction	20	42 (Sept 2025)	36	<del>34 (Sept 2027)</del>	\$ 1,120,819.00	Sep-27	February 2028 <sup>2</sup>
	Contingency 25%						\$ 280,204.75		February 2028 <sup>1</sup>
	Construction Engineering 15%						\$ 168,122.85		February 2028 <sup>1</sup>
						TOTAL Requested Amendment: 36-months	\$ 2,586,899.02		

\*Start and Completion dates shall be tracked using "Months from Notice to Proceed (NTP)"

Construction timeline includes a window of time during the summer months (May-September) when no major construction will be occurring.

\$ 2,586,899.04

Footnotes:

1. Any additional scope will be funded by the City.

2. The requested amended scope is limited to using remaining balance of the grant (\$455,000) and will be used solely in the construction phase for efficiency purposes.

PART III: FUNDING SOURCES

TOTAL PROJECT COST:	\$ 2,586,899.02
TOTAL GRANT AMOUNT REQUESTED FROM SAND	\$ 1,054,000.00
TOTAL MATCH AMOUNT THAT WILL BE CONTRIBUTED	\$ 1,532,899.02

SANDAG % CONTRIBUTION:	0.41
MATCH % CONTRIBUTION:	0.59

PART IV: PHASING (REQUIRED FOR SELECT PROJECTS)

A phasing plan is required for projects that cannot be fully funded by SANDAG and/or capital grant requests over \$1 million.

EXAMPLE - CHANGE/REMOVE PRIOR TO APPLICATION SUBMITTAL	\$
TOTAL \$	



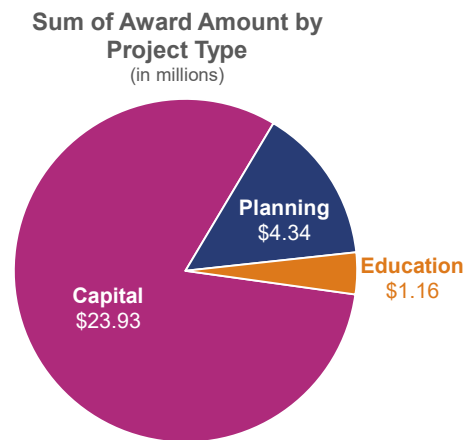
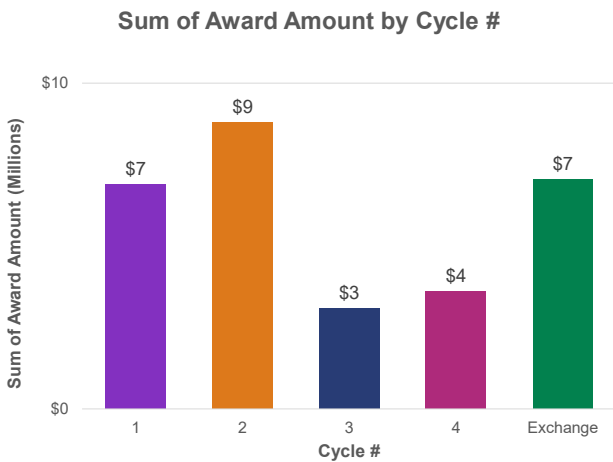
# TransNet Active Transportation Grant Program Project Amendment



Transportation Committee | Item 5  
Benjamin Gemblar, Associate Grants Program Analyst (SANDAG)  
and Paz Gomez, Deputy City Manager (City of Carlsbad)  
September 5, 2025

1

## ATGP Awards Cycles 1-4



SANDAG | 2

2

# Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvement Project

3

## Project Location and Scope



4

## Project Area (Existing Conditions)



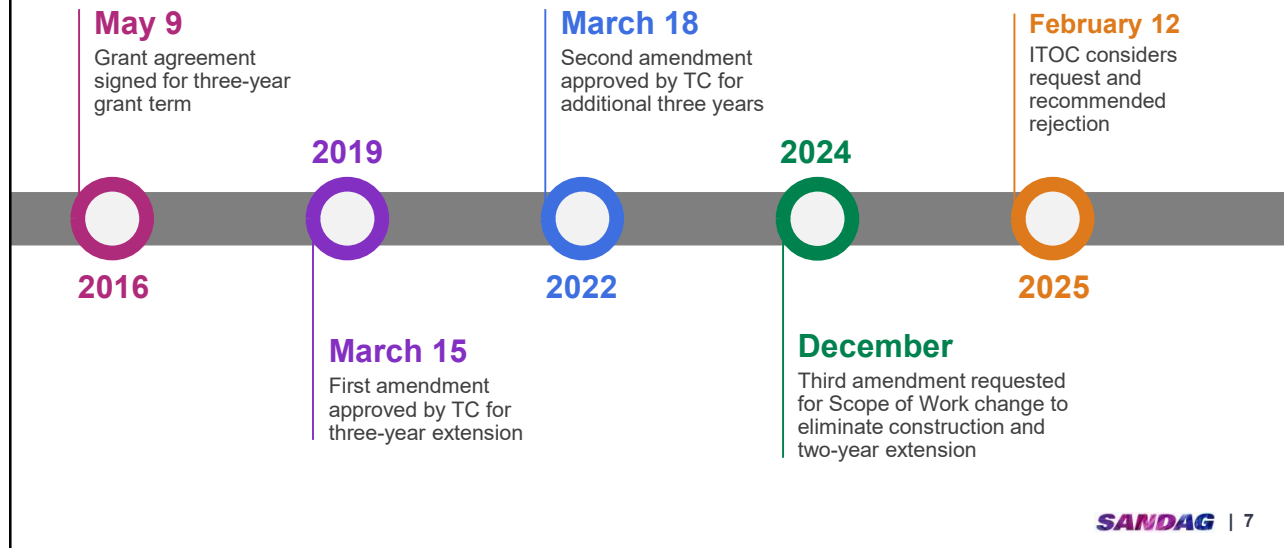
5

## Project Concept (Original)



6

## Project History



7

## Amendment Updates since Last Request

- **March 21, 2025:** TC recommended Board reject amendment request
- **March 28:** Board delayed item to future meeting
- **April 29:** Project brought to Carlsbad City Council, who approved smaller-scale project with limited intersection improvements
- **May 8:** Grant Agreement expired
- **May 20:** Revised Grant Amendment Request submitted
- **July 9:** ITOC recommended Board approve Revised Grant Amendment request

**SANDAG | 8**

8

## Revised Amendment Request

- New Project Scope of Work and Budget
  - Smaller scale project with limited intersection improvements
  - New design, environmental clearance, right-of-way coordination, permits, and construction
  - Remaining balance of grant to be used only in construction phase
- 36-month Time Extension
  - Will allow construction of improvements by 2028
  - Conservative estimate and project could be completed earlier

SANDAG | 9

9

## Revised Project Concept

- Total construction estimate: \$2 million
- Substantially less than previous estimate of scope with roundabout



SANDAG | 10

10

## Comparison of Original Grant Proposal to Revised Amendment Request

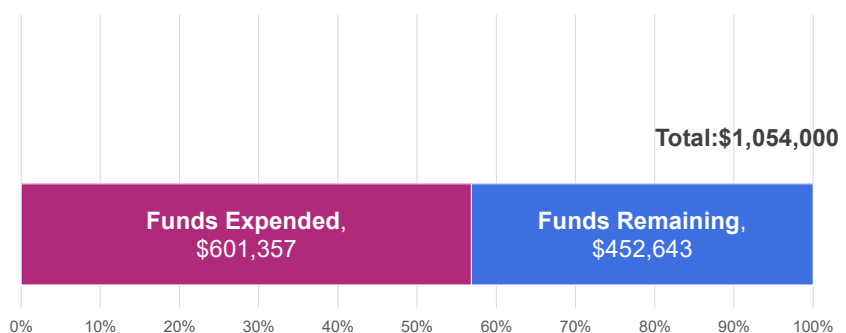
Scope	Original Grant Proposal	Revised Amendment
Carlsbad Blvd and Tamarack Ave intersection improvements (ADA compliance)	X	X
Roundabout or signalized with pedestrian scramble	X	Signalized (can review for ped scramble)
Demand-actuated No Turn On Right (NTOR) blank-out signs	X	X
Relocate southbound bus stop to south side of intersection	X	X (coordinate with NCTD on location)
Controlled pedestrian crossing with improved path/stairs to State Beach and bathrooms	X	X
Repurpose existing right-of-way, multi-use trail, mid-block crossing with enhanced pedestrian safety features, curb extensions, high-visibility crosswalks, and a pocket park adjacent to the relocated bus stop	X	High-visibility crosswalks
<b>Estimated cost</b>	<b>\$1.8 million</b>	<b>\$2 million</b>

SANDAG | 11

11

## Grant Disbursement

- Grant Award: \$1,054,000
- Amount Invoiced: \$601,357.33 (57%)
- Amount Remaining: \$452,642.67 (43%)



SANDAG | 12

12

## ITOC Recommendation

### Action:

The ITOC recommended that the Board of Directors approve a three-year time extension, scope of work, and budget amendment, with the remainder of the grant funds to be expended by the end of the contract date, and that all grant funds be returned if the project is not completed within three years.

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13

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-  Email: [grantsdistribution@sandag.org](mailto:grantsdistribution@sandag.org)

**SANDAG**

14

14

September 5, 2025

**Transportation Development Act Triennial Performance Audit****Overview**

The state Transportation Development Act (TDA) requires that once every three years SANDAG, as the Regional Transportation Planning Agency (RTPA), commission a performance audit of each transit operator receiving TDA funds. An audit of the RTPA is also required. Audits were recently conducted for North County Transit District, Metropolitan Transit System, and SANDAG, which included the Facilitating Access to Coordinated Transportation as SANDAG's Consolidated Transportation Services Agency.

**Key Considerations**

Under California law, the performance audits must be conducted by an independent entity. SANDAG entered into a contract with Weaver LLC. to carry out the performance audits. The transit operator performance audits were based on an analysis of six key performance indicators over the three-year period beginning July 1, 2021, through June 30, 2024. These key indicators are the same indicators tracked on a quarterly basis by SANDAG. In addition, key personnel at each organization were interviewed by the auditors.

The performance audit also assesses compliance with state legislation and regulations including both TDA and Public Utilities Code (PUC) requirements, identifies significant achievements as well as opportunities for improvement, and develops recommendations for short- and long-term efficiency and effectiveness improvements.

A summary of the key findings and agency management responses are available in Attachment 1. Full copies of the final performance audits can be downloaded at [www.sandag.org/tda](http://www.sandag.org/tda).

**Next Steps**

Pending approval by the Board at its September 12, 2025, meeting, SANDAG will transmit the performance audit report to Caltrans and the transit operators and will implement the performance audit recommendations pertaining to SANDAG.

SANDAG will monitor the transit operators' progress towards implementing their TDA audit findings through the Short-Range Transit Planning Task Force and bring findings to the Board annually through the resolution approving the TDA claims.

**Antoinette Meier, Director of Regional Planning**

Attachment: 1. Triennial (FY 2022 - FY 2024) Transportation Development Act Performance Audit Findings, Summary of Findings, and Agency Management Responses

**Action: Recommend**

The Transportation Committee is asked to recommend that the Board of Directors authorize the Chief Executive Officer to:

1. Transmit the performance audit report of SANDAG to the Caltrans Director as required;
2. Certify in writing to the Caltrans Director that the performance audit of the transit operators located in the area under its jurisdiction have been completed;
3. Implement the performance audit recommendations pertaining to SANDAG Transportation Development Act activities; and
4. Transmit the other recommendations to the transit operators for implementation.

**Fiscal Impact:**

Public Utilities Code requires that no operator shall be eligible to receive an allocation under Article 4 of the Transportation Development Act until the required performance audit report has been submitted to SANDAG.

**Schedule/Scope Impact:**

Without approval, the Metropolitan Transit System and the North County Transit District cannot receive their allocations under Article 4 of the Transportation Development Act.

# Triennial (FY 2022 - FY 2024) Transportation Development Act Performance Audit Findings, Summary of Findings, and Agency Management Responses

## 1. SANDAG and the Consolidated Transportation Services Agency Audit Findings

### 1.1 Compliance with TDA Requirements

SANDAG is not in compliance with **one** of 14 applicable requirements under the California Public Utilities Code (PUC), California Code of Regulations (CCR), and the Caltrans Performance Audit Guidebook. The issue relates to the untimely submission of the triennial performance audit. A recommendation has been provided to ensure future audits are submitted in accordance with applicable guidance. Additionally, one observation was identified related to the lack of outcome-based performance metrics in Facilitating Access to Coordinated Transportation (FACT)'s quarterly reporting and recommending SANDAG to require FACT to report on this type of data.

FACT is not in compliance with **two** of the 20 applicable requirements under the PUC and the SANDAG-FACT agreement. Areas of noncompliance include the untimely submission of the annual operations report and late submission of the FY24 certified fiscal audit without an approved extension. Recommendations have been provided to address these issues and enhance alignment with requirements.

### 1.2 Prior Audit Recommendation Implementation

SANDAG fully implemented two of the three prior audit recommendations, and partially implemented one of the three. The two fully implemented recommendations included enhancing the role of the Social Services Transportation Advisory Council (SSTAC) in advising on unmet transit needs and implementing internal strategies to align staff following a recent organizational restructuring. The partially implemented recommendation related to establishing a formalized process for annually reviewing and updating Policy No. 27 and the TDA Claim Manual. While updates have been made, a consistent, documented framework for annual review and communication with operators has not yet been established.

### 1.3 Functional Review

The audit identified four areas where SANDAG could strengthen its operational effectiveness. Within RTPA administration, formalizing a system to track training and monitor policy updates, with clear timelines, would support consistent staff development and procedural clarity. Establishing a performance monitoring framework for the Regional Transportation Plan would also help align reported progress with strategic objectives and improve transparency. Additionally, enhancing marketing oversight through a centralized dashboard and strengthening grant management systems would improve coordination, accountability, and long-term scalability.

### 1.4 SANDAG Findings and Observations

#### 1.4.1 Finding 01 – Triennial Performance Audit Report Delivery

The performance audit covering the three-year period ending June 30, 2021, was due by June 30, 2022, but was not submitted until September 2, 2022. California Public Utilities Code §§ 99246 and

99248 require that performance audits of the Regional Transportation Planning Agency (RTPA) and its transit operators be conducted every three years and submitted in a timely manner as a condition for continued eligibility to receive Transportation Development Act (TDA) funds.

While these statutes do not explicitly prescribe a submission deadline, the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* issued by Caltrans interprets this requirement to mean the performance audit should be submitted within 12 months following the end of the triennium.

According to SANDAG staff, the delay was due to staff turnover and an oversight in tracking submission responsibilities.

### **Recommendation**

Management should develop and implement formal procedures to ensure timely submission of future triennial performance audits in alignment with Caltrans guidance. This may include assigning clear responsibility for tracking audit deadlines, maintaining a compliance calendar with critical due dates, and establishing internal reminders and checklists to confirm timely transmittal. Additionally, documentation of submission should be retained in a centralized location to support future compliance monitoring and audit readiness.

### **Management Response:**

SANDAG agrees with the recommendation. Management will strengthen its procedures to ensure timely submission of future triennial audits in alignment with Caltrans guidance. These procedures will include: 1) the development and maintenance of a compliance calendar; 2) clearly identified roles and responsibilities for tracking key dates and audit deadlines; and 3) the integration of internal controls, such as checklists, to ensure timely transmittal. Additionally, SANDAG will establish a central repository for documentation and include in document retention policies.

**Responsible Party:** SANDAG Director of Internal Controls

**Implementation Date:** March 2026

## **1.4.2 Finding 02 – Fiscal Audit Report Delivery**

FACT's FY24 certified fiscal audit was submitted on March 5, 2025, exceeding the 180-day deadline, and no extension was obtained to authorize the late submission. In addition, the audit did not include the required certification that TDA funds were expended in conformance with applicable laws and regulations. Public Utilities Code (PUC) § 99245 and the SANDAG agreement with FACT require submission of a certified fiscal audit within 180 days after the end of the fiscal year (i.e., by December 30), and that the audit include this certification.

### **Recommendation**

Management should strengthen internal procedures to ensure timely submission of the certified fiscal audit within the 180-day deadline. This should include maintaining a compliance calendar, assigning responsibility for monitoring due dates, and establishing a process to request extensions in advance when delays are anticipated. Documentation of both submission and extension approvals should be retained to support future compliance monitoring.

### **Management Response:**

SANDAG agrees with the recommendation. Management will strengthen its procedures to ensure proper oversight of FACT's certified fiscal audits and meeting the 180-day deadline requirements. For example, SANDAG will continue to incorporate the Quarterly Reports for the Regional Short-

Range Transit Planning Task Force (RSRTPTF) as a tool for periodic monitoring of FACT's compliance with contract requirements.

Additionally, SANDAG's procedures will focus on: 1) the development and maintenance of a compliance calendar; 2) clearly identified roles and responsibilities for tracking key dates and audit deadlines; and 3) the integration of internal controls, such as checklists, to ensure timely transmittal. SANDAG will develop a process for requesting an extension in advance. Additionally, SANDAG will establish a central repository for documentation and include in document retention policies.

**Responsible Party:** SANDAG Director of Internal Controls

**Implementation Date:** March 2026

### **1.4.3 Finding 03 - Late Submission of Annual Operations Reports**

FACT did not submit the annual operations reports within 90 days of fiscal year-end. The annual operations reports for FY22, FY23, and FY24 were submitted on November 29, 2022, January 31, 2024, and February 13, 2025.

PUC § 99243 requires transit operators to submit an annual report of operations to the transportation planning agency and the State Controller within seven months after the end of the fiscal year. However, under the SANDAG agreement with FACT, FACT is required to submit this report within 90 days of fiscal year-end (i.e., by September 28).

#### **Recommendation**

Management should implement internal controls to ensure that annual operations reports are submitted in accordance with the 90-day requirement. This should include establishing a clear timeline for report preparation, assigning responsibility for submission tracking, and incorporating this deadline into the organization's compliance calendar.

#### **Management Response:**

SANDAG agrees with the recommendation. Management will strengthen its procedures to ensure proper oversight of FACT's submission of annual operations reports within the 90 days of fiscal year-end deadline. For example, SANDAG will continue to incorporate the Quarterly Reports for the Regional Short-Range Transit Planning Task Force (RSRTPTF) as a tool for periodic monitoring of FACT's compliance with contract requirements. Additionally, SANDAG's procedures will focus on: 1) the development and maintenance of an annual calendar; 2) clearly identified roles and responsibilities for tracking key dates and audit deadlines; and 3) the integration of internal controls, such as checklists, to ensure timely transmittal.

**Responsible Party:** SANDAG Director of Internal Controls

**Implementation Date:** March 2026

### **1.4.4 Observation 01 - Limited Outcome-Based Performance Reporting**

SANDAG should require FACT to incorporate outcome-based performance indicators, such as call responsiveness, trip fulfillment rates, and service denials, into its quarterly reporting. These metrics are critical for evaluating the effectiveness of centralized service delivery and determining whether the needs of transportation-disadvantaged populations are being met.

Currently, FACT's quarterly reporting focuses primarily on output metrics, such as the number of referrals made, rather than on outcomes that reflect service quality and impact. While the report

provides valuable insights on FACT's service reach, the lack of outcome-based data limits SANDAG's ability to assess the actual performance and effectiveness of the centralized coordination model.

**Recommendation**

SANDAG should require FACT to incorporate outcome-based performance measures into its regular reporting. Metrics such as call wait times, successful ride fulfillment rates, and service denials should be tracked and reported alongside existing referral volume data. This would enhance visibility into the effectiveness of centralized administration and support continuous improvement in service coordination.

**Management Response**

SANDAG agrees with the observation. SANDAG supports tracking and reporting data that increases transparency into operations and that would allow for more thorough assessment of the performance and effectiveness of the centralized coordination model. SANDAG will work with the Office of General Counsel to determine how performance metrics can be added to FACT's reporting requirements through an amendment to their service agreement.

**Responsible Party:** SANDAG Senior Director Regional Planning

**Implementation Date:** June 2026

**1.4.5 Observation 02 – Centralized Learning Management System**

SANDAG does not currently have a centralized system in place to track employee training activities, resulting in limited visibility into completed or upcoming trainings across departments. This lack of centralized oversight may hinder the agency's ability to proactively identify critical knowledge gaps and ensure consistent staff development.

In addition, while departments are responsible for updating their internal policies and procedures, there is no formalized process to monitor the status of these updates agency-wide. As a result, progress toward achieving consistent and up-to-date documentation varies by department, and no defined timeline or target completion date has been established to guide the overall effort. This decentralized approach limits accountability and may delay agency-wide alignment on internal standards and practices.

**Recommendation**

SANDAG should consider implementing a centralized system, such as a Learning Management System (LMS), to track employee training activities, both completed and upcoming, to improve visibility into staff development and ensure critical knowledge gaps are identified and addressed.

Additionally, SANDAG should establish and define a process to monitor the status of departmental policy and procedure updates, ensuring that departments are progressing toward the agency's goal to have clear, consistent, and efficient guidance. Further, SANDAG should consider establishing a target completion date for the agency-wide effort, providing staff with a goal to effectively plan the policy and procedure updates alongside ongoing responsibilities.

Collectively, these actions would promote staff capacity-building, improve internal documentation, and strengthen the agency's preparedness for evolving operational and regulatory demands.

**Management Response:**

Management agrees with the observation. SANDAG is currently undergoing a holistic review of its training program, which includes, but is not limited to, assessing staff training needs, identifying

content delivery tools, delineating documentation requirements, and determining an appropriate central repository for maintaining and monitoring compliance. To that end, SANDAG is also reviewing its internal policies and procedures which include, but is not limited to, a review of the structure and content of policy documents. These efforts are comprehensive in nature and will take an extended amount of time to complete and SANDAG is committed to enhancing these areas.

**Responsible Party:** SANDAG Director of Human Resources and SANDAG Director of Internal Controls

**Implementation Date:** October 2026

#### **1.4.6 Observation 03 – Establishing a Performance Monitoring Framework for RTP**

SANDAG does not currently maintain a dedicated performance monitoring framework specific to the Regional Transportation Plan (RTP) component of its 2021 Regional Plan. While general progress reporting occurs, there is no structured mechanism to consistently track and communicate progress against the specific objectives, strategies, and metrics outlined in the RTP. As a result, stakeholders and the public may have limited visibility into how implementation efforts align with RTP goals, which may reduce transparency, hinder accountability, and limit the agency's ability to make data-informed decisions related to long-range regional transportation planning.

##### **Recommendation**

To improve transparency, accountability, and informed decision-making, SANDAG should consider establishing a dedicated performance monitoring framework focused specifically on the Regional Transportation Plan (RTP) component of its Regional Plan, specifically, the 2021 Regional Plan for the audit period. This would help ensure that progress reported to stakeholders is directly aligned with the objectives and metrics of the most current RTP, and foster transparency with the public of the agency's efforts to successfully implement the RTP.

##### **Management Response:**

SANDAG does not fully agree with the observation. SANDAG maintains an Open Data Portal, annually publishes the State of the Commute, and provides a report to the State of California (per Assembly Bill 805), which are all performance monitoring tools for the Regional Transportation Plan.

**Responsible Party:** SANDAG Senior Director Regional Planning and SANDAG Director of Internal Controls

**Implementation Date:** June 2026

#### **1.4.7 Observation 04 – Centralization of Marketing Campaign Documentation**

SANDAG's Marketing and Transportation Alternatives function does not currently use a centralized tool or dashboard to document and track active marketing campaigns and their associated performance metrics. As a result, information related to outcomes and successes is dispersed across various sources or not consistently maintained. This limits the agency's ability to evaluate the effectiveness of individual campaigns, assess overall public engagement, and provide a clear, comprehensive view of marketing activities to internal and external stakeholders. The absence of a centralized tracking method may also hinder data-driven decision-making and long-term strategic planning.

##### **Recommendation**

SANDAG's Marketing and Transportation Alternatives function should consider developing and implementing a centralized dashboard or other method to document all active marketing campaigns and their associated performance metrics. This would provide a comprehensive view of active campaign activities, enhance the ability to evaluate program effectiveness and public engagement, and improve transparency with stakeholders.

**Management Response:**

SANDAG agrees with the observation. SANDAG's marketing, education, and outreach efforts help raise awareness of commute choices and other initiatives and projects in the region. Currently, SANDAG documents its marketing efforts in its Recap Reports. However, the development of a tool/dashboard is currently not feasible given existing resources and capacity.

However, SANDAG will explore options for creating a centralized tool, dashboard, or equivalent to document all active marketing campaigns and the associated performance metrics in one central location. The intent of the tool will be to provide: 1) a clear, comprehensive view of marketing activities; and 2) data that will assist in short- and long-term planning strategies.

**Responsible Party:** SANDAG Director of Public Affairs and SANDAG Director of Internal Controls

**Implementation Date:** June 2026

**1.4.8 Observation 05 – Enhancement of Controls in the Grant Tracking System**

SANDAG currently tracks grant activities using an Excel spreadsheet. The existing approach may not fully support efficient tracking, consistent documentation, or centralized oversight of grant-related tasks. This may limit visibility into key aspects of grant administration and create challenges in maintaining consistency across departments or funding sources.

**Recommendation**

To enhance its grant management capacity, SANDAG could strengthen existing practices by incorporating additional controls into its current tracking system, such as access restrictions and data validation features. Alternatively, the agency may consider transitioning to a centralized grants management system capable of automating key tasks, flagging compliance risks, and maintaining a reliable audit trail. These improvements would support greater scalability, reduce administrative burden, and enhance overall accountability in managing federal funds.

**Management Response:**

SANDAG agrees with the observation. SANDAG currently uses an Excel spreadsheet to monitor federal grant activities and concurs that a tool with advanced functionality and automation capabilities would be advantageous. However, transitioning to a centralized grants management system currently is not feasible. We will commit to exploring options for strengthening internal controls within the existing system (such as change tracking, standardizing documentation protocols, data validation, etc.).

**Responsible Party:** SANDAG Director of Financial Planning, Budgets, and Grants and SANDAG Director of Internal Controls

**Implementation Date:** June 2026

## 2. MTS Audit Findings

### 2.1 Compliance with TDA Requirements:

MTS is not in compliance with **three** of the nine applicable requirements outlined in the PUC California Code of Regulations (CCR), and the Caltrans Performance Audit Guidebook. Specifically, the annual fiscal and compliance audit reports submitted during the audit period did not include the required certification stating that TDA funds were expended in accordance with applicable laws and regulations.

In addition, MTS did not provide the required statement of how services and transfers are being coordinated with operators with its TDA claims for FY 2022 through FY 2024. This statement is required by Item #7 of SANDAG's TDA Claim Checklist.

Lastly, while MTS has developed and begun implementing a plan to fully fund its retirement system within the required 40-year period, the plan had not been submitted to or approved by SANDAG, as required under PUC § 99271. Recommendations have been provided to address each of these compliance gaps and support alignment with applicable statutory and regulatory requirements.

### 2.2 Prior Audit Recommendation Implementation

MTS has effectively implemented the 2021 triennial performance audit recommendation. MTS has improved transparency in farebox recovery ratio (FRR) reporting by providing detailed revenue breakdowns to SANDAG, aligning with both state and federal requirements, and incorporating eligible revenues in Schedule 8 beginning with the FY24 TDA claim.

### 2.3 Functional Review:

MTS consistently monitored performance as part of its general management practices, using established evaluation methodologies, reports, and reporting frequencies to ensure performance updates were communicated to internal departments, management, and the Board throughout the audit period. These reports include the triannual and annual service evaluations, in which MTS management reviews and proactively responds to address improvement opportunities, such as adjusting service levels to respond to budget constraints. To further strengthen MTS' performance and operational practices, one recommendation has been identified and is offered for the agency's consideration regarding Full-Time Equivalent (FTE) data calculated using the TDA standard definition.

### 2.4 Verification and Use of Performance Indicators:

One finding has been identified related to MTS' definition and usage of employee count. The method used by MTS to calculate and report on employees does not align with the TDA standard definition as defined in Public Utilities Code - PUC § 99247. MTS should consider using the TDA definition of 2,000 hours per FTE rather relying on a headcount or employee roster to help ensure reporting accuracy and consistency.

During the audit period, MTS showed systemwide recovery as ridership steadily increased, nearing pre-pandemic levels. Operating costs rose due to factors such as higher demand-response services, employee wages, insurance, and vehicle expenses. Despite rising costs, efficiency improved with decreases in operating cost per passenger trip and increases in passengers per service hour and mile. Vehicle service hours per employee remained relatively stable, reflecting MTS's ability to attract both returning and new riders while managing service demands.

## 2.5 MTS Findings and Observations

### 2.5.1 Finding 01 – Fiscal Audit and Compliance Reports Certification:

The annual fiscal audit reports for FY22, FY23, and FY24 did not include the required certification that TDA funds were expended in conformance with applicable laws and regulations. This certification, mandated by California Public Utilities Code (PUC) § 99245, must explicitly confirm, through a written statement, that funds were used in accordance with the provisions of the TDA and related regulations: "The report shall include a certification that the funds allocated to the claimant pursuant to this chapter were expended in conformance with applicable laws and rules and regulations."

While the audit reports include the financial auditor's opinion on the fair presentation of the financial statements, this opinion does not serve as a substitute for the required compliance certification. The financial auditor's opinion addresses whether the financial information is presented fairly in accordance with generally accepted accounting principles, whereas the compliance certification specifically affirms that TDA funds were expended in accordance with applicable laws and regulations.

#### Recommendations for Management

We recommend that MTS include in the scope of work for future audit procurements a requirement for the auditor to assess compliance with the Transportation Development Act (TDA) as a distinct component of the engagement. This will ensure the audit includes the required certification that TDA funds were expended in accordance with applicable laws and regulations, clearly presented and separate from the financial opinion.

#### Management Response:

MTS agrees with the recommendation. Management will strengthen its procedures to ensure MTS's external auditor includes language in the opinion section stating that MTS will comply with PUC 99245 and the report shall include a certification that the funds allocated to the claimant pursuant to this chapter were expended in conformance with applicable laws and rules and regulations.

**Responsible Party:** MTS – Deputy CFO

**Implementation Date:** 12/31/2025

### 2.5.2 Finding 02 – TDA Claim Support

MTS did not provide the required statement of how services and transfers are being coordinated with operators with its TDA claims for FY 2022 through FY 2024. This documentation is required to demonstrate eligibility for TDA funding under the established claims process.

Public Utilities Code (PUC) § 99261 requires that claims for TDA funds be submitted in accordance with the rules and regulations established by the RTPA. SANDAG, in its role as Regional Transportation Planning Agency (RTPA), implements this requirement through its TDA Claim Manual, which includes a TDA Claim Checklist. Item #7 of the checklist specifically requires "a statement of how services and transfers are being coordinated with operators." While MTS is a member of SANDAG's Social Services Transportation Advisory Council to review and recommend development of accessible transportation, MTS should include the required statement to support compliance with this requirement.

## **Recommendations for Management**

We recommend that MTS ensure all future TDA claim submissions include the required supporting documentation as outlined in SANDAG's TDA Claim Manual and checklist. Specifically, MTS should include the required statement describing how services and transfers are coordinated with other operators, as required by item #7 of the TDA Claim Checklist. To support compliance, MTS should implement internal procedures to review the checklist in its entirety and verify that all applicable items are addressed prior to submission.

### **Management Response:**

MTS agrees with the recommendation. Management will strengthen its procedures to ensure MTS includes a Statement of how services and transfers are being coordinated with other operators during the following TDA claim submittal. Specifically, MTS will include the required statement describing how services and transfers are coordinated with other operators, as required by item #7 of the TDA Claim Checklist.

**Responsible Party:** MTS – Deputy CFO

**Implementation Date:** 04/30/2026

## **2.5.3 Finding 03 – Retirement Plan Approval**

MTS has developed and is implementing a plan to fully fund its employee retirement system within the 40-year timeframe required under Public Utilities Code (PUC) § 99271. However, as of the time of review, the plan had not been submitted to or approved by SANDAG.

PUC § 99271 requires that either the retirement system be fully funded or that the operator implement a funding plan that has been approved by the RTPA. While MTS appears to be progressing with its internal implementation, the absence of formal RTPA approval indicates the statutory requirement has not been fully satisfied.

## **Recommendations for Management**

We recommend that MTS submit its retirement system funding plan to SANDAG for formal review and approval to ensure full compliance with PUC § 99271. The statute requires RTPA approval for any plan intended to fully fund the retirement system within 40 years.

### **Management Response:**

MTS agrees with the recommendation. Management will strengthen its procedures to ensure MTS submits to SANDAG its retirement system (five Actuarial Valuation reports ) funding plan to SANDAG for formal review and approval to ensure full compliance with PUC § 99271. The statute requires RTPA approval for any plan intended to fully fund the retirement system within 40 years.

**Responsible Party:** MTS – Deputy CFO

**Implementation Date:** 04/30/2026

## **2.5.4 Finding 04 – Data Reporting Related to Full-Time Equivalent (FTE)**

MTS does not currently use the standard TDA definition of 2,000 hours per Full-Time Equivalent (FTE) as required by Caltrans' Performance Audit Guidebook for Transit Operators

and Regional Transportation Planning Entities and PUC § 99247, when reporting data to SANDAG. Instead, MTS uses headcount or employee rosters to report data.

The Performance Guidebook requires that operators define their internal performance measures consistently with the definition listed at PUC § 99247, including vehicle service hours per employee.

PUC § 99247 defines employees as "2,000 person-hours of work in one year constitute one employee."

**Recommendation**

We recommend MTS ensure Full-Time Equivalent (FTE) data reported to SANDAG is calculated using the TDA standard definition of 2,000 hours per FTE, rather than relying on a headcount or employee roster. Aligning with this definition will help ensure the accuracy and consistency of reported data and maintain compliance with TDA reporting requirements.

Accurate and standardized reporting of FTE data will support clearer performance assessments, strengthen compliance with TDA guidelines, and promote uniform reporting practices across the region.

**Management Response:**

MTS agrees with the recommendation. Management will strengthen its procedures and will be corrected with the submittal of FY25 report and future reports to reflect the standard TDA definition of 2,000 hours per Full-Time Equivalent (FTE).

**Responsible Party:** MTS – Deputy CFO

**Implementation Date:** 04/30/2026

### 3. NCTD Audit Findings

#### 3.1 Compliance with TDA Requirements

NCTD is not in compliance with **two** of the nine applicable requirements outlined in the PUC California Code of Regulations (CCR), and the Caltrans Performance Audit Guidebook. NCTD did not submit executed contracts with its annual TDA claims as required by Item #14 of SANDAG's TDA Claim Checklist, which is part of the RTPA's implementation of PUC § 99261.

Additionally, while NCTD has developed and begun implementing a plan to fully fund its retirement system within the required 40-year period, the plan had not been submitted to or approved by SANDAG, as required under PUC § 99271. Recommendations have been provided to address each of these compliance gaps and support alignment with applicable statutory and regulatory requirements.

One observation related to PUC § 99245 was identified regarding the lack of clarity in how the required TDA compliance statement is reflected in NCTD's annual fiscal and compliance audit reports. A recommendation has been provided to enhance clarity in future annual reports.

#### 3.2 Prior Audit Recommendation Implementation

NCTD has **partially implemented** the one recommendation from the prior Triennial Performance Audit (FY2019-2021). While NCTD began reporting farebox recovery ratios in its FY2022 Annual Comprehensive Financial Report (ACFR) consistent with submissions to the State Controller's Office, NCTD has not fully addressed the broader intent of the recommendation, which called for improved alignment across reporting frameworks and coordination with SANDAG. Further action is needed to ensure consistency, comparability, and regional alignment in farebox recovery reporting.

#### 3.3 Functional Review

No findings or recommendations have been identified. NCTD demonstrated a strong understanding of its operational environment and strategic priorities, particularly in response to post-pandemic ridership trends, labor market challenges, and shifting regional goals. The agency has made notable progress in insourcing key functions to enhance oversight and operational control while also implementing targeted service adjustments to improve efficiency and responsiveness to customer needs.

#### 3.4 Performance Indicators

No findings or recommendations have been identified. During the audit period, NCTD experienced mixed but generally positive trends in its services and performance for riders. Recovering from the COVID-19 pandemic, NCTD has shown systemwide signs of recovery with an increase in passengers over the audit period. Vehicle service hours and service miles have decreased since the prior triennial audit period; however, those trends are slowly recovering as NCTD strategically expands and restores services to service areas scaled back during the pandemic. The number of full-time employees also decreased during the audit period; however, discussions with NCTD leadership revealed that this reduction was intentional, aimed at improving efficiency and oversight of personnel. Throughout this period, NCTD has faced operational, financial, and safety challenges but has taken proactive

steps to address them, including transitioning from third-party contracts to in-house operations to improve performance in each area.

## **3.5 NCTD Findings and Observations**

### **3.5.1 Finding 01 – TDA Claim Support**

NCTD did not provide copies of executed contracts with its TDA claims for FY 2022 through FY 2024, despite operating under a contracted service model. This documentation is required to demonstrate eligibility for TDA funding under the established claims process.

Public Utilities Code (PUC) § 99261 requires that claims for TDA funds be submitted in accordance with the rules and regulations established by the RTPA. SANDAG, in its role as RTPA, implements this requirement through its TDA Claim Manual, which includes a TDA Claim Checklist. Item #14 of the checklist specifically requires “copies of executed contracts...for services provided to the operator by a contractor, if the system is operated by a contractor.”

#### **Recommendations for Management**

We recommend that NCTD ensure all future TDA claim submissions include the required supporting documentation as outlined in SANDAG’s TDA Claim Manual and checklist. Specifically, NCTD should include copies of executed contracts for services provided by a third-party, as required by item #14 of the TDA Claim Checklist. NCTD should implement internal procedures to review the checklist in full and verify that all applicable items are addressed prior to submission.

#### **Management Response:**

NCTD has supplemented its FY2025 TDA claim submission to SANDAG with a copy of the MV Transportation contract documents. This was completed on August 14, 2025. Effective June 29, 2025, all NCTD transit services are directly operated, accordingly, this requirement is not applicable to FY2026 and future year claim submissions to SANDAG. In the future, should any NCTD services return to a contracted model, NCTD will submit a copy of the relevant contract documents to SANDAG with the respective TDA Claim(s).

**Responsible Party:** Eun Park-Lynch, Chief Financial Officer

**Implementation Date:** August 2025

### **3.5.2 Finding 02 – Retirement Plan Approval**

NCTD has developed and is implementing a plan to fully fund its employee retirement system within the 40-year timeframe required under Public Utilities Code (PUC) § 99271. However, as of the time of review, the plan had not been submitted to or approved by SANDAG.

PUC § 99271 requires that either the retirement system be fully funded or that the operator implement a funding plan that has been approved by the RTPA. While NCTD appears to be on track with its internal implementation, the absence of formal RTPA approval indicates the statutory requirement has not been fully satisfied.

#### **Recommendations for Management**

We recommend that NCTD submit its retirement system funding plan to SANDAG for formal review and approval to ensure full compliance with PUC § 99271. The statute requires RTPA approval for any plan intended to fully fund the retirement system within 40 years.

**Management Response:**

NCTD participates in the CalPERS defined benefit pension program. In accordance with CalPERS procedures, employer contribution requirements (normal cost and unfunded accrued liability) are determined by annual actuarial valuations under state law. NCTD will submit the CalPERS annual valuation reports to SANDAG when released by CalPERS annually and will ensure its inclusion in future TDA claim submissions in accordance with PUC § 99271. Further, NCTD is aware that SANDAG is supplementing the claims process via a newly created Retirement Plan Questionnaire which will be required with future claims submissions. NCTD will complete the questionnaire as requested upon implementation by SANDAG.

**Responsible Party:** Eun Park-Lynch, Chief Financial Officer

**Implementation Date:** September 2025

**3.5.3 Observation 01 – Compliance Certification Clarity**

PUC § 99245 requires that the TDA claimants' annual fiscal and compliance audit report include a certification that their TDA funds were expended in conformance with applicable laws and regulations. The implementing guidance in 21 California Code of Regulations (CCR) § 6664 allows this certification to be provided in the form of negative assurance if it references the performance by the independent auditor of each task specified in Sections 6666 or 6667.

Based on inquiry, NCTD's independent external auditors indicate they incorporated TDA compliance procedures into the broader FY 2022, FY 2023, and FY 2024 Single Audits, which covered multiple federal and state funding sources. In each of these reports, TDA is referenced only in the table of contents.

While the reports include a negative assurance statement that appropriately cites the requirements of 21 CCR § 6664, the absence of a direct reference to TDA within the body of the reports creates uncertainty as to whether the PUC § 99245 certification requirement has been fully met. This lack of explicit linkage between the TDA requirement and the related audit work reduces clarity for report users and may lead to confusion regarding compliance with statutory requirements.

**Recommendation**

We recommend that, when using the Single Audit to address the PUC § 99245 certification requirement, NCTD ensure their auditor clearly identifies relevant TDA regulations within the body of the report to explicitly link the compliance certification, whether in the form of negative assurance or otherwise, to the performance of each task specified in CCR § 6666 or § 6667, as applicable. This will provide transparency, improve clarity for report users, and reduce potential confusion regarding compliance with statutory requirements.

**Management Response:**

NCTD's external auditors, Eide Bailly, a national firm of Certified Public Accountants with extensive experience auditing California transit agencies, provided the following response:

*NCTD's single audit report includes the independent audit's report on internal control over financial reporting and on compliance and other matters based on an audit of the financial statements performed in accordance with Government Auditing Standard and the Transportation Development Act (GAGAS report). Section 6664 provides the audit requirements (in accordance with the referenced 99245 requirement) and notes that "the audit report should include a certification..." but that the certification "may take the form of negative assurance, if it makes reference to the performance by the independent auditor of each of the tasks specified in Section 6666 or 6667." NCTD's "Report on Compliance and Other Matters" portion of the GAGAS report, notes the performance of the requirements in accordance with 6667 of Title 21 of the CCR.*

While the statement satisfies the requirements for the TDA, NCTD will request that future Single Audit certifications provide more clarity on NCTD compliance with PUC § 99245.

**Responsible Party:** Eun Park-Lynch, Chief Financial Officer

**Implementation Date:** December 2025



**San Diego Association of  
Governments (SANDAG)  
TDA Triennial Performance  
Audit  
FY2022-2024**

1

## Agenda



- ▶ Transportation Development Act Overview
- ▶ TDA Triennial Performance Audit Procedures
- ▶ SANDAG & FACT Results & Recommendations
- ▶ San Diego Metropolitan Transit System (MTS) Results & Recommendations
- ▶ North County Transit District (NCTD) Results & Recommendations

2

# Transportation Development Act



## Purpose

Funding for public transportation through state sales tax revenues



## Funding Sources

- Local Transportation Fund
- State Transportation Fund



## Enabling Legislation

Enacted 1971 via California Public Utilities Code (PUC) §§ 99200–99400



## Key Goals

- Enhance transportation planning and coordination
- Promote efficiency and effectiveness in transit service

3

# TDA Triennial Performance Audit



Under **California PUC § 99246**, a triennial performance audit must be conducted every three years to assess TDA recipients' compliance and the efficiency, effectiveness, and economy of transit operations.

## OBJECTIVES

- ▶ Evaluate Regional Transit Planning Agency (RTPA) and operator **compliance**
- ▶ Assess progress in **implementing prior audit recommendations**
- ▶ Assess **efficiency, effectiveness, and economy** of transit operations
- ▶ Provide **recommendations for improvement**

4



5

SANDAG & FACT: Summary of Results	
Audit Task	Summary of Results
Compliance with TDA Requirements	<p><b>SANDAG</b></p> <ul style="list-style-type: none"> <li>• <b>One</b> non-compliance finding out of 14 requirements assessed</li> <li>• <b>One</b> observation</li> </ul> <p><b>Facilitating Access to Coordinated Transportation (FACT)</b></p> <ul style="list-style-type: none"> <li>• <b>Two</b> non-compliance findings out of 20 requirements assessed</li> </ul>
Prior Audit Recommendation Implementation	<ul style="list-style-type: none"> <li>• <b>Two</b> of three <b>fully implemented</b></li> <li>• <b>One</b> of three <b>partially implemented</b></li> </ul>
Functional Review	<ul style="list-style-type: none"> <li>• <b>Four</b> observations related to operational effectiveness</li> </ul>

6

# SANDAG: Compliance with TDA Requirements



## DETAILED RESULTS

### Finding – 01:

Prior Triennial Performance Audit submitted late without approved extension.

### Observation – 01:

Lack of outcome-based performance metrics in FACT's quarterly reporting.



## RECOMMENDATIONS

### Finding – 01:

Develop and implement formal procedures to ensure timely submission of future triennial performance audits.

### Observation – 01:

Require FACT to incorporate outcome-based performance indicators, such as call responsiveness and trip fulfillment rates.

7

# FACT: Compliance with TDA Requirements



## DETAILED RESULTS

### Finding – 02:

Untimely submission of annual operations report.

### Finding – 03:

Late submission of the FY24 fiscal audit without approved extension.



## RECOMMENDATIONS

### Finding – 02:

Use a compliance calendar, assign monitoring roles, and formalize extension request procedures.

### Finding – 03:

Assign tracking responsibility and integrate into compliance calendar.

8

# SANDAG: Prior Audit Recommendation Implementation



Prior Recommendation	Status	Evidence of Implementation
<b>01. Annual Review of Policy No. 27 &amp; TDA Manual</b>	<b>Partially Implemented</b>	<ul style="list-style-type: none"> <li>Updates made, but formal review process still needed</li> </ul>

9

# SANDAG: Functional Review



DETAILED RESULTS
<p><b>Observation – 02:</b>  <b>RTPA Administration &amp; Management</b>                      No centralized system to track employee training activities</p> <p><b>Observation – 03:</b>  <b>Transportation Planning &amp; Regional Coordination</b>                      No performance monitoring framework specific to the RTP component of 2021 Regional Plan</p> <p><b>Observation – 04:</b>  <b>Marketing &amp; Transportation Alternatives</b>                      No centralized tool or dashboard to document and track active marketing campaigns</p> <p><b>Observation – 05:</b>  <b>Grant Applications &amp; Management</b>                      Uses basic Excel tracking for complex grants</p>



RECOMMENDATIONS
<p><b>Observation – 02:</b>  <b>RTPA Administration &amp; Management</b>                      Implement a centralized training management system</p> <p><b>Observation – 03:</b>  <b>Transportation Planning &amp; Regional Coordination</b>                      Establish a performance monitoring framework</p> <p><b>Observation – 04:</b>  <b>Marketing &amp; Transportation Alternatives</b>                      Use a centralized dashboard for tracking</p> <p><b>Observation – 05:</b>  <b>Grant Applications &amp; Management</b>                      Implement grant management tracking system</p>

10



11

MTS: Summary of Results	
Audit Task	Summary of Results
<b>Compliance with TDA Requirements</b>	• <b>Three</b> non-compliance findings out of 9 requirements assessed
<b>Prior Audit Recommendation Implementation</b>	• <b>One</b> of one <b>fully implemented</b>
<b>Functional Review</b>	• <b>One</b> finding identified
<b>Verification and Use of Perf. Indicators</b>	• No findings or observations identified

12

# MTS: Compliance with TDA Requirements



## DETAILED RESULTS

- Finding – 01:**  
Lack of required compliance certification in annual audit reports.
- Finding – 02:**  
Lack of required TDA claims statement related to service and transfer coordination.
- Finding – 03:**  
Lack of submission and approval of retirement plan to SANDAG.



## RECOMMENDATIONS

- Finding – 01:**  
Include in the scope of work for future audit procurements a requirement for the auditor to assess TDA compliance.
- Finding – 02:**  
Ensure all future TDA claim submissions include the required statement.
- Finding – 03:**  
Submit retirement system funding plan to SANDAG for formal review and approval

13

# MTS: Functional Review



## DETAILED RESULTS

- Finding – 04:**  
Does not use standard TDA definition of FTE when reporting data to SANDAG



## RECOMMENDATIONS

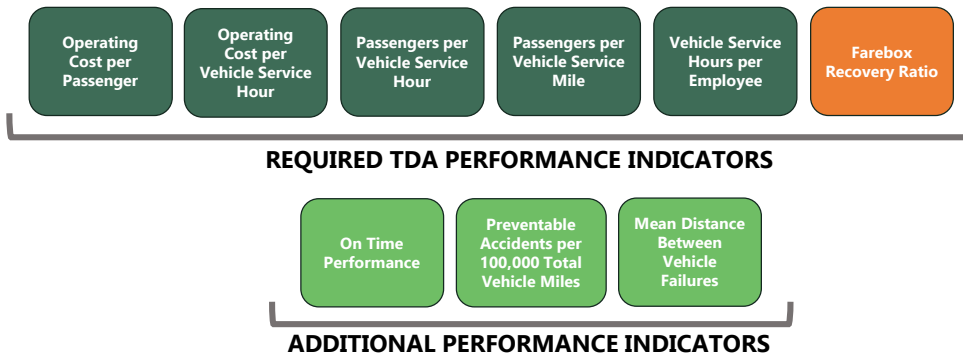
- Finding – 04:**  
Ensure FTE data reported to SANDAG is calculated using the TDA standard definition of 2,000 hours per FTE

14

# MTS: Performance Indicator



MTS is stabilizing post-pandemic with meaningful ridership recovery and operational efficiencies, but sustained cost inflation, farebox pressures, and workforce challenges remain strategic priorities.



15



16

# NCTD: Summary of Results



Audit Task	Summary of Results
<b>Compliance with TDA Requirements</b>	<ul style="list-style-type: none"> <li>•<b>Two</b> non-compliance findings out of 9 requirements assessed</li> <li>•<b>One</b> observation</li> </ul>
<b>Prior Audit Recommendation Implementation</b>	<ul style="list-style-type: none"> <li>•<b>One</b> of one <b>partially implemented</b></li> </ul>
<b>Functional Review</b>	<ul style="list-style-type: none"> <li>•No findings or observations identified</li> </ul>
<b>Verification and Use of Perf. Indicators</b>	<ul style="list-style-type: none"> <li>•No findings or observations identified</li> </ul>

17

# NCTD: Compliance with TDA Requirements



DETAILED RESULTS	RECOMMENDATIONS
<p><b>Finding – 01:</b> Lack of executed contracts of operators in TDA claims.</p> <p><b>Finding – 02:</b> Lack of submission and approval of retirement plan to SANDAG</p> <p><b>Observation – 01:</b> Lack of clarity regarding required compliance certification in annual audit reports.</p>	<p>➤ <b>Finding – 01:</b> Ensure all future TDA claim submissions include the required executed contracts.</p> <p>➤ <b>Finding - 02 :</b> Submit retirement system funding plan to SANDAG for formal review and approval</p> <p>➤ <b>Observation – 01:</b> Ensure external auditor clearly identifies relevant TDA regulations within the body of future reports</p>

18

# NCTD: Prior Audit Recommendation Implementation



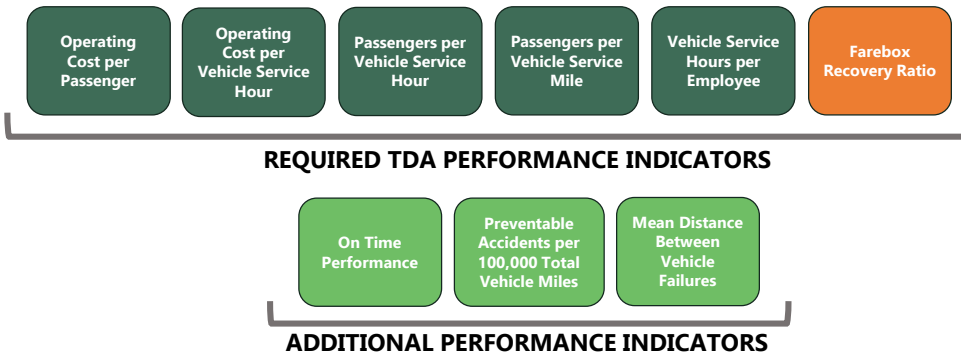
Prior Recommendation	Status	Key Action Taken
<b>01. Annual Review of Policy No. 27 &amp; TDA Manual</b>	<b>Partially Implemented</b>	Has made progress by including farebox recovery ratios in its FY2022 Annual Comprehensive Financial Report, but has not fully addressed the broader recommendation related to regional alignment

19

# NCTD: Performance



NCTD is regaining riders and improving efficiency, but rising costs, uneven service reliability, and elevated safety incidents highlight the need for sustained investment in fleet renewal, workforce stability, and revenue recovery.



20



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21



## Appendix A: Detailed Performance Audit Procedures Performed

22

# Audit Procedures Performed



## Compliance Review

MTS, NCTD, SANDAG, and FACT

- **Reviewed** and **evaluated** compliance documentation and data
- **Interviewed** operation staff to gather additional information related to maintaining and documenting compliance
- **Documented** areas of compliance and non-compliance along with validation of results

## Prior Performance Audit Follow-Up

MTS, NCTD, and SANDAG

- **Obtained** and **reviewed**:
  - Two prior TDA performance audits
  - Advice/reports issued by RTPE productivity committee
  - Fiscal audit management letter recommendations
- **Interviewed** operator and RTPE staff to gather additional information related to performance of follow-up actions
- **Documented** implementation status of recommendations and evidence of recommendation implementation and of those that remain in-progress

## Operator Functions Review

MTS and NCTD

- **Analyzed** operator functions such as mode of service, type of service, and number of peak vehicles operated
- **Reviewed** documents such as annual report, transit plans, etc.
- **Focused** on resource commitment and level of management direction and control within a function, observations of efficiency and effectiveness, and whether function is performed by operator or contractor

23

# Audit Procedures Performed



## Verification and Use of Performance Indicators

MTS & NCTD

- **Assessed** internal controls around data collection and validation
- **Tested** data collection methods
- **Calculated** performance indicators to source data and data submitted to NTD
- **Evaluated** and assessed performance indicator results for current period against previous triennial period

## Review of RTPA Functions

SANDAG

- **Reviewed** supporting documentation and **interviewed staff** related to RTPE administration & management, transportation planning & regional coordination, claimant relationship and oversight, marketing and transportation alternatives, and grant applications & management
- **Documented** results of processes identified and **assessed** for sufficiency in meeting strategic plans and objectives

24

## Appendix B: Detailed Results of MTS and NCTD Performance Indicator Evaluation Procedures

25

### MTS: Required Performance Indicators

Verified TDA Statistic	Prior Audit Period			Current Audit Period			Percent Change FY 2022-2024	CAGR FY 2019-2024
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
<b>Verified TDA Statistic</b>								
Operating Cost	\$ 267,034,436	\$ 281,737,681	\$ 300,828,674	\$ 307,114,579	\$ 344,746,980	\$ 369,057,313	20.2%	5.5%
Total Passengers	85,367,919	71,245,493	39,214,848	57,616,329	68,511,362	75,682,800	31.4%	-2.0%
Vehicle Service Hours	2,300,891	2,195,244	2,166,366	2,226,776	2,111,925	2,261,278	1.5%	-0.3%
Vehicle Service Miles	34,225,746	32,937,391	32,665,180	34,726,875	34,095,978	35,936,428	3.5%	0.8%
Number of Employees (FTEs)		2,522	2,389	2,317	2,356	2,493	7.6%	-0.2%
<b>Verified TDA Key Performance Indicator</b>								
Operating Cost per Passenger Trip	\$ 3.13	\$ 3.95	\$ 7.67	\$ 5.33	\$ 5.03	\$ 4.88	-8.5%	7.7%
Operating Cost per Vehicle Service Hour	\$ 116.06	\$ 128.34	\$ 138.86	\$ 137.92	\$ 163.24	\$ 163.21	18.3%	5.8%
Passengers per Vehicle Service Hour	37.1	32.5	18.1	25.9	32.4	33.5	29.4%	-1.7%
Passengers per Vehicle Service Mile	2.5	2.2	1.2	1.7	2.0	2.1	26.9%	-2.8%
Vehicle Service Hours per Employee		870	907	961	896	907	-5.6%	0.8%
<b>Contextual Economic Measures</b>								
Consumer Price Index (U.S. BLS; San Diego-Carlsbad, CA; all urban)	2.35%	1.50%	5.21%	7.71%	5.11%	3.12%	15.9%	-3.7%
Producer Price Index (U.S. BLS; national; all transportation industries)	2.79%	-3.32%	8.61%	17.27%	-1.98%	-4.00%	11.3%	3.2%

Principal Sources: SANDAG, "Form C\_NCTD\_MTS\_Q4 2024.xlsx"; MTS, agency provided Excel files for FTE documentation

- A** - Operating cost per passenger trip **decreased** 8.5% in the current period
- B** - Operating cost per vehicle service hour **increased** 18.3% in the current period
- C** - Passengers per vehicle service hour **increased** 29.4%, nearing pre-pandemic levels
- D** - Passengers per mile **increased** 26.9%, nearing pre-pandemic levels
- E** - Vehicle service hours per employee **decreased** 5.6%, but remained stable

26

# MTS: Required Performance Indicators – Farebox Recovery Ratio



	Prior Audit Period			Current Audit Period			Percent Change FY 2022-2024	CAGR FY 2019-2024
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
<b>Verified Statistic</b>								
Operating Cost	\$ 267,034,436	\$ 281,737,681	\$ 300,828,674	\$ 307,114,579	\$ 344,746,980	\$ 369,057,313	20.2%	5.5%
NTD Definition, Farebox Revenues (passenger+organization paid fares)	\$ 92,013,612	\$ 79,461,491	\$ 47,913,392	\$ 56,146,855	\$ 67,481,023	\$ 72,228,006	28.6%	-4.0%
NTD Definition, Net Operating Cost (operating cost - NTD farebox revenues)	\$ 175,020,824	\$ 202,276,190	\$ 252,915,282	\$ 250,967,725	\$ 277,265,957	\$ 296,829,307	18.3%	9.2%
Total Passengers	85,367,919	71,245,493	39,214,848	57,616,329	68,511,362	75,682,800	31.4%	-2.0%
<b>Fare Performance Indicator</b>								
NTD Definition, Farebox Recovery Ratio	34.5%	28.2%	15.9%	18.3%	19.6%	19.6%	7.1%	-9.0%
NTD Definition, Net Cost per Passenger Trip	\$ 2.05	\$ 2.84	\$ 6.45	\$ 4.36	\$ 4.05	\$ 3.92	-10.0%	-2.0%
Mean Fare per Passenger Trip	\$ 1.08	\$ 1.12	\$ 1.22	\$ 0.97	\$ 0.98	\$ 0.95	-2.1%	-2.0%
<b>Contextual Economic Measures</b>								
Consumer Price Index (U.S. BLS; San Diego-Carlsbad, CA; all urban)	2.35%	1.50%	5.21%	7.71%	5.11%	3.12%	15.9%	3.7%
Producer Price Index (U.S. BLS; national; all transportation industries)	2.79%	-3.32%	8.61%	17.27%	-1.98%	-4.00%	11.3%	3.2%

**A** - Fare Recovery Ratio **increased** to 18.3% in FY2022, then stabilized through FY2024, reflecting a 7.1% improvement over the audit period.

**B** - However, Fare Recovery Ratio CAGR **decreased** overall by 9%

- Legislation was enacted to temporarily exempt transit agencies from meeting farebox recovery requirements, in recognition of the ridership impacts caused by the COVID-19 pandemic.

27

# MTS: Required Performance Indicators Analysis



## Efficiency gains and ridership recovery offset rising costs and farebox pressures

- ▶ **Operating Cost per Passenger Trip**  
**Decreased** despite rising operating costs. Driven by:
  - Wage and insurance cost increases offset by efficiency gains
  - Service monitoring and resource management improvements
- ▶ **Operating Cost per Vehicle Service Hour**  
**Increased** due to inflationary pressures. Driven by:
  - Wage adjustments, insurance, and maintenance costs
  - Higher costs for contracted services and energy
- ▶ **Passengers per Vehicle Service Hour**  
**Increased** as ridership rebounded. Driven by:
  - Service expansions including the Mid-Trolley extension
  - Ridership promotions and marketing campaigns
- ▶ **Passengers per Vehicle Service Mile**  
**Increased** nearing pre-pandemic levels. Driven by:
  - Expanded service coverage and improved reliability
  - Return-to-work and school travel demand growth
- ▶ **Vehicle Service Hours per Employee**  
**Decreased** slightly but remained stable overall. Driven by:
  - Workforce recruitment challenges offset by wage incentives
  - Retention and training programs supporting productivity
- ▶ **Farebox Recovery Ratio**  
**Increased** but remains below pre-pandemic levels. Driven by:
  - Pandemic ridership losses and fare subsidy programs
  - Alternate revenue initiatives and joint development projects

28

# MTS: Additional Performance Indicators Analysis



## ► On-Time Performance

- **Declined** moderately due to post-pandemic congestion but remained **above** pre-COVID levels as of January 2024. Driven by:
  - Increased traffic in urban corridors
  - Service adjustments and ridership growth
  - Bus driver strikes (May–June 2023) impacting service hours and reliability

## ► Mean Distance Between Vehicle Failures

- **Increased** systemwide over six years, especially for MTS Rail. Driven by:
  - Enhanced maintenance strategy
  - Asset lifecycle planning (acquisition, rehab, replacement)
  - Focus on reliability and cost efficiency

## ► Preventable Crashes per 100,000 Total Vehicle Miles

- Slight **increase** in preventable crashes during the audit period, most notably in MTS Access. Driven by:
  - Higher service miles and evolving traffic patterns
  - Updated safety plans (Bus in 2022, Rail in 2023)
  - Post-pandemic rebound in safety metrics nearing pre-COVID levels

29

# NCTD: Required Performance Indicators



	Prior Audit Period			Current Audit Period			Percent Change FY 2022-2024	CAGR FY 2019-
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
<b>Verified TDA Statistics</b>								
Operating Cost	\$ 96,871,863	\$ 101,850,971	\$ 103,403,117	\$ 119,218,575	\$ 136,743,167	\$ 149,032,128	25.0%	7.4%
Total Passengers	10,382,243	8,274,282	4,457,762	5,933,932	6,688,858	7,742,033	30.5%	-4.8%
Vehicle Service Hours	555,989	534,404	503,335	496,256	481,860	518,489	4.5%	-1.2%
Vehicle Service Miles	7,936,655	7,348,261	6,986,616	7,114,217	6,946,671	7,040,765	-1.0%	-2.0%
Number of Employees (FTEs)	760	725	714	690	672	646	-6.4%	-2.7%
<b>Verified TDA Key Performance Indicators</b>								
Operating Cost per Passenger Trip	\$ 9.33	\$ 12.31	\$ 23.20	\$ 20.09	\$ 20.44	\$ 19.25	-4.2%	12.8%
Operating Cost per Vehicle Service Hour	\$ 174.23	\$ 190.59	\$ 205.44	\$ 240.24	\$ 283.78	\$ 287.44	19.6%	8.7%
Passengers per Vehicle Service Hour	18.7	15.5	8.9	12.0	13.9	14.9	24.9%	-3.7%
Passengers per Vehicle Service Mile	1.3	1.1	0.6	0.8	1.0	1.1	31.8%	-2.9%
Vehicle Service Hours per Employee	732	737	705	719	717	803	11.6%	-4.6%
<b>Contextual Economic Measures</b>								
Consumer Price Index (U.S. BLS; San Diego-Carlsbad, CA; all urban)	2.35%	1.50%	5.21%	7.71%	5.11%	3.12%	15.9%	4.0%
Producer Price Index (U.S. BLS; national; all transportation industries)	2.79%	-3.32%	8.61%	17.27%	-1.98%	-4.00%	11.3%	-

Principal Sources: SANDAG, "Form C\_NCTD\_MTS\_Q4 2024.xlsx"; Federal Transit Administration, National Transit Database, 2024 Policy Manual; North County Transit District Transit Operations Performance Report

- A** - Operating cost per passenger trip **decreased** 4.2% in the current period
- B** - Operating cost per vehicle service hour **increased** 19.6% in the current period
- C** - Passengers per vehicle service hour **increased** 24.9%, nearing pre-pandemic levels
- D** - Passengers per mile **increased** 31.8%, nearing pre-pandemic levels
- E** - Vehicle service hours per employee **increased** 11.6%, but remained stable

30

# NCTD: Required Performance Indicators – Farebox Recovery Ratio



Verified Statistic	Prior Audit Period			Current Audit Period			Percent Change FY 2022-2024	CAGR FY 2019-2024
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Operating Cost	\$ 96,871,863	\$ 101,850,971	\$ 103,403,117	\$ 119,218,575	\$ 136,743,167	\$ 149,032,128	25.0%	7.4%
NTD Definition, Farebox Revenues (passenger-organization paid fares)	\$ 15,529,375	\$ 12,815,386	\$ 5,463,220	\$ 8,742,131	\$ 11,282,372	\$ 11,972,416	37.0%	-4.2%
NTD Definition, Net Operating Cost (operating cost - NTD farebox revenues)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Total Passengers	10,382,243	8,274,282	4,457,762	5,933,932	6,688,858	7,742,033	30.5%	-4.8%
<b>Fare Performance Indicator</b>								
NTD Definition, Farebox Recovery Ratio	16.0%	12.6%	5.3%	7.3%	8.3%	8.0%	9.6%	-10.9%
NTD Definition, Net Cost per Passenger Trip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Mean Fare per Passenger Trip	\$ 9.33	\$ 12.31	\$ 23.20	\$ 20.09	\$ 20.44	\$ 19.25	-4.2%	12.8%
<b>Contextual Economic Measures</b>								
Consumer Price Index (U.S. BLS, San Diego-Carlsbad, CA, all urban)	2.35%	1.50%	5.21%	7.71%	5.11%	3.12%	15.9%	4.8%
Producer Price Index (U.S. BLS, national; all transportation industries)	2.79%	-3.32%	8.61%	17.27%	-1.98%	-4.00%	11.3%	-

**A** - Fare Recovery Ratio **increased** to 7.3% in FY2022, then stabilized through FY2024, reflecting a 9.6% improvement over the audit period.

**B** - However, Fare Recovery Ratio CAGR **decreased** overall by 10.9%

- Legislation was enacted to temporarily exempt transit agencies from meeting farebox recovery requirements, in recognition of the ridership impacts caused by the COVID-19 pandemic.

31

# NCTD: Required Performance Indicators Analysis



## Efficiency gains and ridership recovery offset rising costs and farebox pressures

- ▶ **Operating Cost per Passenger Trip**  
**Decreased** slightly but remains above pre-pandemic levels. Driven by:
  - Rising labor, insurance, and maintenance costs
  - Early gains from insourcing and efficiency measures
- ▶ **Operating Cost per Vehicle Service Hour**  
**Increased**, outpacing inflation indices. Driven by:
  - Higher maintenance expenses for aging equipment
  - Labor and operational cost pressures
- ▶ **Passengers per Vehicle Service Hour**  
**Increased** as ridership rebounded. Driven by:
  - COASTER and LIFT service enhancements
  - PRONTO and Youth Opportunity Pass
- ▶ **Passengers per Vehicle Service Mile**  
**Increased** nearing pre-pandemic levels. Driven by:
  - Expanded service coverage and improved reliability
  - Return of leisure and youth rides
- ▶ **Vehicle Service Hours per Employee**  
**Decreased** slightly but remained stable overall. Driven by:
  - Wage increases and hiring incentives
  - Workforce recruitment and retention efforts
- ▶ **Farebox Recovery Ratio**  
**Increased** but remains below pre-pandemic levels. Driven by:
  - Ridership recovery offset by subsidy programs
  - Slow rebound in fare revenue post-pandemic

32

# NCTD: Additional Performance Indicators



## On-Time Performance

- ▶ **Mixed** results: COASTER, LIFT, and FLEX improved; BREEZE and SPRINTER declined. FLEX rose +1.2% this period but –14.2% since 2019. Performance driven by:
  - Post-pandemic congestion and 2022 operator shortages
  - Missed OTP targets under MV Transportation
  - Insourcing of bus/rail operations for better control

## Mean Distance Between Vehicle Failures

- ▶ **Increased** overall, especially for LIFT (+73%) and COASTER (+163%), with Bus stable (+8%) and SPRINTER **declining** (–19%, –79% since 2019). Performance driven by:
  - Strong preventative maintenance and coordination
  - Early bus retirements from CNG tank expiration
  - Aging SPRINTER fleet, long part lead times

## Preventable Crashes per 100,000 Total Vehicle Miles

- ▶ **Increased** +76% since 2019, especially buses; SPRINTER and LIFT declined overall but LIFT rose in FY 2023. Driven by:
  - "Bus vs. Object" accidents from poor observation
  - Contractual accident limits exceeded

September 5, 2025

## San Diego International Airport Terminal 1 Phase 1 Opening

### Overview

The San Diego International Airport (SAN) is the busiest single-runway commercial airport in the nation. New Terminal 1 (New T1) is a \$3.8 billion dollar project that will replace the 54-year-old Terminal 1 with a modern and more efficient facility. In 2024, SAN served more than 25 million passengers, and the number is projected to grow to 35 million by 2035. As passenger volumes continue to rise, the New T1 airside and terminal/roadway improvements are essential to meet the demand for modern air travel, while significantly enhancing the customer experience.

### Action: Information

San Diego International Airport staff will present an update on New Terminal 1 Phase 1A opening, including information on how the traveling public can use new airport roads.

### Fiscal Impact:

None.

### Schedule/Scope Impact:

None.

### Key Considerations

Construction of New T1 began in November of 2021 and has remained on schedule. The project will be delivered in two phases: Phase 1A, opening September 23, 2025, will include the first 19 gates, and Phase 1B, scheduled for early 2028, will add the remaining 11 gates.

Notable features of New T1 will include:

- 30 gates, including enhanced gate-area seating, a variety of local and some national restaurants, and shops, a post-security outdoor dining patio, and a 13-lane security checkpoint.
- A state-of-the-art parking plaza with up to 5,200 spaces that is located within walking distance of both terminals.
- Improved access and mobility through a new on-airport entrance allowing airport-bound drivers to merge from Laurel Street and North Harbor Drive onto a three-lane, free-flow roadway without intersections and a multi-use bicycle and pedestrian path.
- Secure bicycle lockers, acquired and installed with SANDAG's assistance.
- Enriching art featuring nine public art pieces, including six newly commissioned art pieces, each a permanent tribute to San Diego's vibrant history and lifestyle, and three relocated from the airport's existing collection.
- Sustainability features such as 100% carbon-free electricity, a new 1.5-million-gallon underground cistern to support SAN's stormwater capture and reuse system, and more than 250 electric vehicle charging stations.

Shortly after the completion of Phase 1A, demolition of the existing terminal will begin, making way for Phase 1B. At the same time, work will continue on the Airside Improvements project, which is scheduled for completion in mid-2028. This final project component will create a new Taxiway Alpha to enable more efficient aircraft movements, reduce taxi times and delays, and lower greenhouse gas emissions.

### **Immediate Transit Connection Enhancements**

Since 2021, the Airport Authority has operated the SAN Flyer, a free electric shuttle bus connecting the Old Town Transit Center to the terminals. The service has seen ridership exceed 1,000 passengers daily during peak periods and is currently averaging 600 passengers per day in August.

Additionally, passengers and employees can currently connect between Downtown San Diego and the airport using Metropolitan Transit System (MTS) Route 992. Beginning September 23, all MTS Route 992 bus stops at the airport will move to new locations. At both Terminal 1 and Terminal 2, the stops will shift from the ground level up to the elevated departures roadway, maintaining seamless service between the terminals. The new stops are positioned in the center of the elevated departures roadways, making it easy for passengers and employees to walk equal distances to the pedestrian bridges that lead directly to the security checkpoints on the second level of each terminal.

### **Next Steps**

A New T1 Community Reveal: Open House is scheduled for Sunday, September 14 (9 a.m. – 12 p.m.) giving the public a unique opportunity to explore the new terminal. Visitors can drop in and take a self-guided tour to experience the new facility first-hand.

Airport Authority staff will continue to collaborate with other regional partner agencies like SANDAG and MTS to improve transit connections to the airport.

***Matt Harris, Director of Government Relations and Strategy, San Diego International Airport***

# New Terminal 1 Phase 1A Preview to SANDAG Transportation Committee

NEW  
T1



Matt Harris, Director, Government Relations & Strategy  
San Diego County Regional Airport Authority  
September 5, 2025



1



NEW  
T1

## PLANNING FOR FUTURE GROWTH

2

NEW  
T1

## Planning for Future Growth

- SAN's single runway (not the # of gates) determines capacity
- The marketplace dictates how many people fly
- ~35 million estimated passengers in 2035 (25 million in 2024)
- Recent site improvements have helped to optimize SAN



Circa 2000



3

3

NEW  
T1



## NEW TERMINAL 1

4

NEW  
T1

# New T1 Overall Project Scope



5

NEW  
T1

# Milestones

- November 1, 2021** • New T1 construction began.
- October 2023** • Opening of the new Administration Building.
- August 2024** • First Half of New T1 Parking Plaza opened.
- June 2025** • Second Half of New T1 Parking Plaza opened.
- August 2025** • Opening date for the new airport entrance/on-airport roadway.
- September 2025** • Opening date for Phase 1A - First 19 gates.
- Early 2028** • Opening date for Phase 1B - Balance of 30 gates.
- Mid-2028** • Completion date for Airside Improvements construction.

6

NEW  
T1

## NT1 Notable Features\*



1.2 Million SF of Terminal Space



Outdoor Terrace Overlooking San Diego Bay



Children's Play Area



Expansive Security Checkpoint



30 New Restaurants & Shops



New Airport Access Roadway



New Close-In Parking Structure



Common Use Lounge & Airline Club

\*Full Buildout



7

7

NEW  
T1

## NT1 Sustainability Features\*



Air Quality Improvements



250+ EV Charging Ports (Landside & Airside)



Stormwater Capture & Reuse System



MTS & SAN Flyer Transit Access



Green Building Certifications



100% Carbon-Free Electricity

\*Full Buildout



8

8

NEW  
T1

## MTS Route 992

### Immediate Transit Connection Enhancements

- Current service: MTS Route 992 connects Downtown San Diego with the airport
- Beginning September 23: All airport bus stops for MTS Route 992 will move to new locations for both Terminal 1 & 2
  - Stops will move from the ground level to the center of the elevated departures roadway for easier access to security checkpoints on the second level of each terminal



9

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NEW  
T1

## Assigned Airlines\*

### September 2025:

- MX  **Breeze**  
SERIOUSLY NICE™
- F9  **FRONTIER**  
LOW FARES DONE RIGHT
- B6 **jetBlue**
- WN **Southwest** 
- NK  **spirit**
- SY  **sun country airlines.**

### Early 2026:

- AC  **AIR CANADA**
- WS  **WESTJET**

### Early 2028:

- DL  **DELTA**

\*Subject to change



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NEW  
T1

# NT1 Concessions Program



Cutwater Restaurant & Bar  
Novecientos Grados  
SIP Wine & Beer  
The Taco Stand  
JT Bros. Handcrafted Sandwiches  
McDonald's



Market Hall  
Ambrogio 15  
Lofty Coffee  
Better Buzz Coffee  
Luna Grill  
Parfait Paris



Restaurants Opening in September 2025



11

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NEW  
T1

# NT1 Art - Phase 1a

Seven Public Art Pieces Total with Five Newly Commissioned



*A Day in the Sun*  
• Amy Ellingson



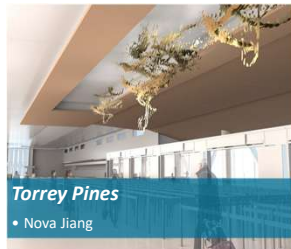
*Rise*  
• Matthew Mazzotta



*Vessel of Light*  
• Erwin Redl



*Migrations*  
• Walter Hood



*Torrey Pines*  
• Nova Jiang



12

12

NEW  
T1

## NT1 Construction Progress



GO  
PORT  
LET'S GO.

13

13

NEW  
T1

## Arrivals Curb



GO  
PORT  
LET'S GO.

14

14

NEW  
T1

## East Check-In Pavillion



ORT  
DO.

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NEW  
T1

## Ticketing Hall



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NEW  
T1

## Concourse



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NEW  
T1

## Outdoor Dining Area



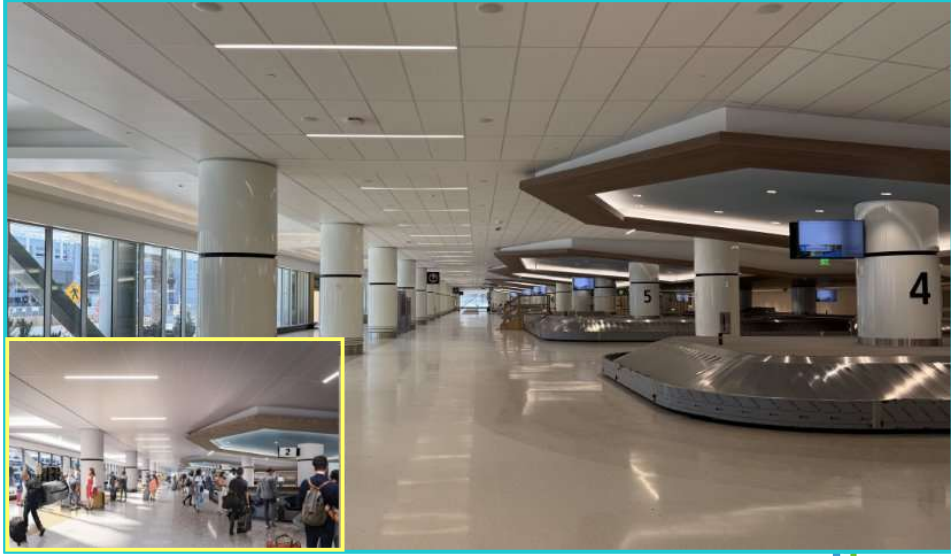
PORT  
LET'S GO.

18

18

NEW  
T1

## Baggage Hall



GO  
REPORT  
LET'S GO.

19

19

NEW  
T1

## Airport Access Roadway



20

20



NEW  
T1

# RECENT & UPCOMING MILESTONES

21

An aerial photograph showing a large, multi-story parking plaza under construction. The concrete structure is visible, with many parking stalls. A road with traffic is in the foreground. The background shows a cityscape and hills under a clear blue sky.

NEW  
T1

## Recent Milestone



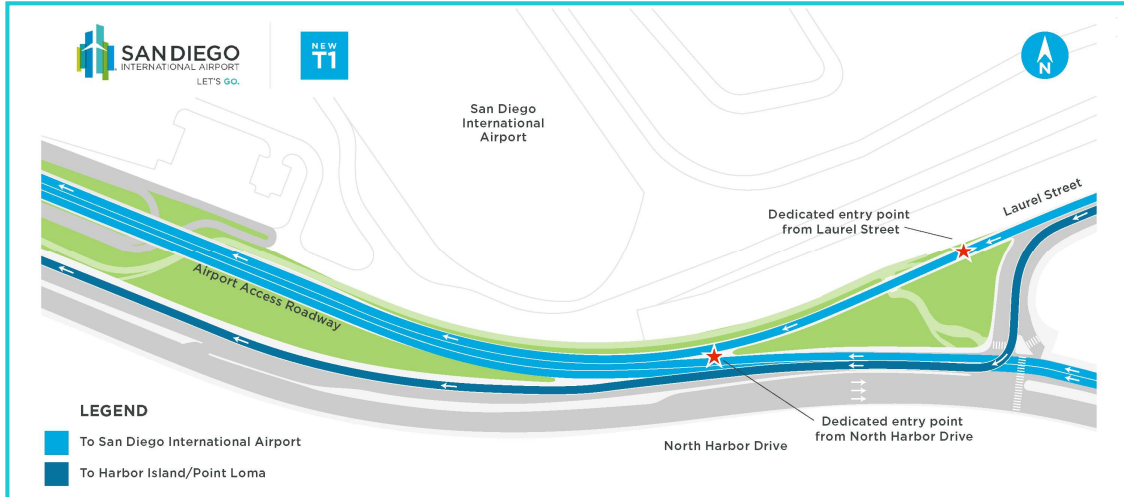
Stage 2 of Terminal 1 Parking Plaza Opened on June 13 (+2,400 stalls)

22

22

NEW  
T1

## Recent Milestone



New On-Airport Access Roadway Opened August 1st

23

23

NEW  
T1

## Off-Airport Improvement Projects



SAN DIEGO INTERNATIONAL AIRPORT  
LET'S GO.

24

24

NEW  
T1

## Upcoming Milestones

- **Grand Opening of New T1 Phase 1A:**
  - **Evening of September 22:** First flights arrive to the New Terminal 1
  - **Morning of September 23:** First flights depart from the New Terminal 1; first full day of operations



25

25

NEW  
T1

## NT1 Community Reveal: Open House

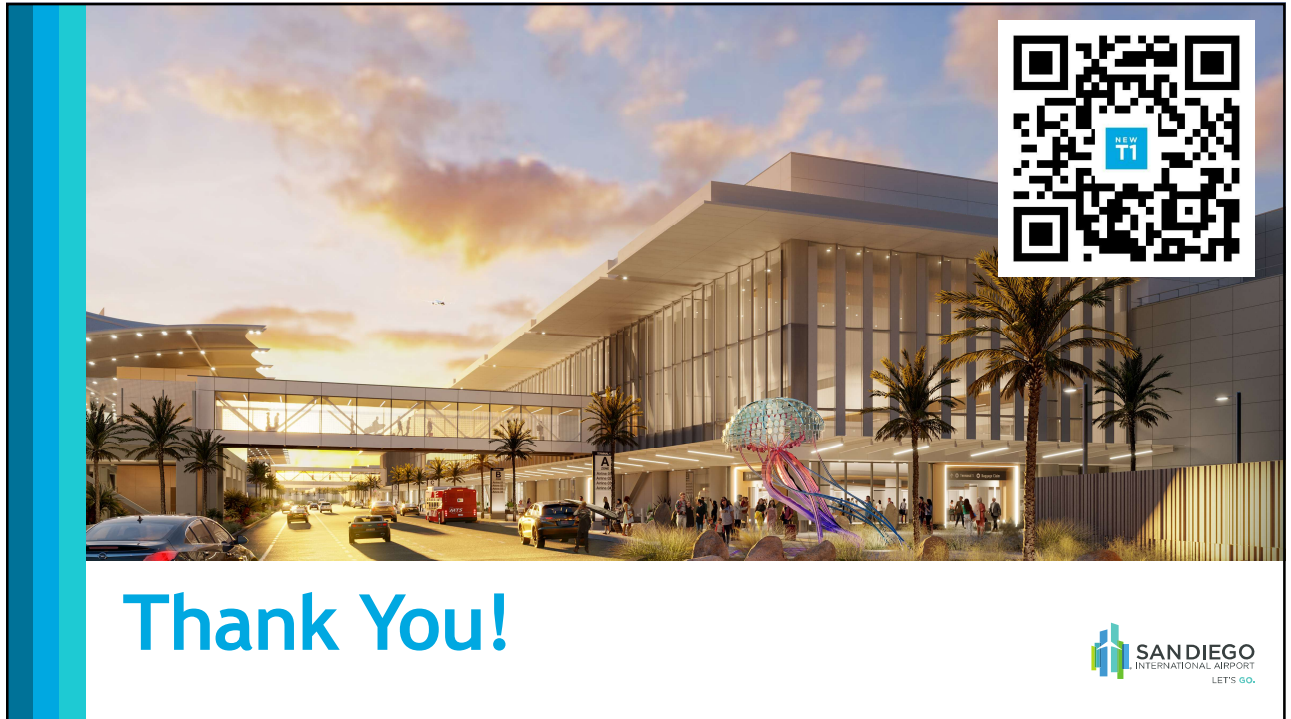
**Sunday, September 14, 2025 (9am to 12pm)**

- Open to the public! No registration required.
- Visitors can drop in anytime for a self-guided tour of the new terminal
- Airport staff will be onsite to answer any questions
- Food samples will be offered by participating concessions
- Parking validation at the NT1 Parking Plaza for up to 3 hours will be available



26

26



September 5, 2025

## Airport Transit Connection Project 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 forecast and survey data and stakeholder input. This analysis is being used to determine what alternative(s) advance to the environmental process.

### Key Considerations

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

- The 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. Survey results are being used to update the SANDAG transportation model while supporting 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.
- Staff developed a pare down approach to significantly reduce the number of ATC rail concepts before entering the environmental analysis phase. Round 1 of the pare down process has eliminated four automated people mover concept variations that connect the airport to the rental car center or Old Town Transit Center based on transit, resident, and visitor access. Round 2 is underway and will consider cost, construction complexity, and compatibility with stakeholder plans.

Additionally, near-term strategies for enhancing bus connections to the airport are being assessed including the option to boost service frequency between Downtown and the airport on Route 992. Transit priority measures between Downtown and Old Town transit hubs are also being planned 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 a proposed rail project.

### Next Steps

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

***Antoinette Meier, Senior Director of Regional Planning***

### Action: Discussion

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 (ATC) project is included in Capital Improvement Program Project No. 1149100.

### Schedule/Scope Impact:

The ATC concept pare down process will continue through early 2026 to carry out ridership modeling prior to start of environmental analysis.

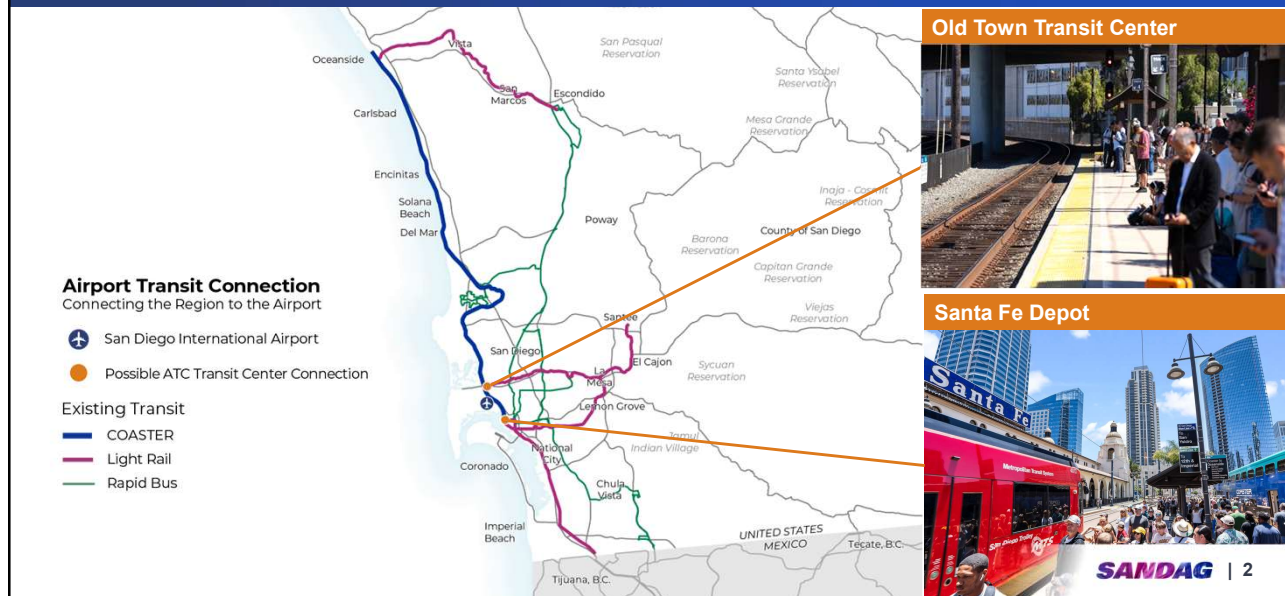


# Airport Transit Connection Update

Transportation Committee | Item 7.2  
Marisa Mangan, Senior Regional Planner  
September 5, 2025

1

## Regional Level Considerations Connecting to Existing Regional Rail Network



2

# Airport Travel Survey

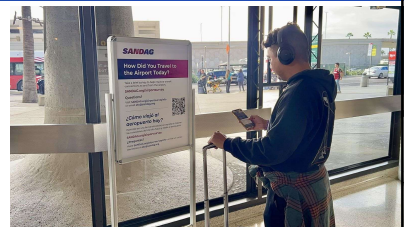
## Key Highlights

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## Airport Travel Survey Summary Fall 2024

- Post-pandemic data on how residents, visitors, and employees travel to/from the airport
- Survey period: 9/30/24 – 12/2/24
- Nearly 5,000 responses collected
  - In-person interviews conducted throughout airport and onboard transit
  - Supplemental online survey responses collected
- Survey data is updating the SANDAG transportation model and inform the ATC planning process



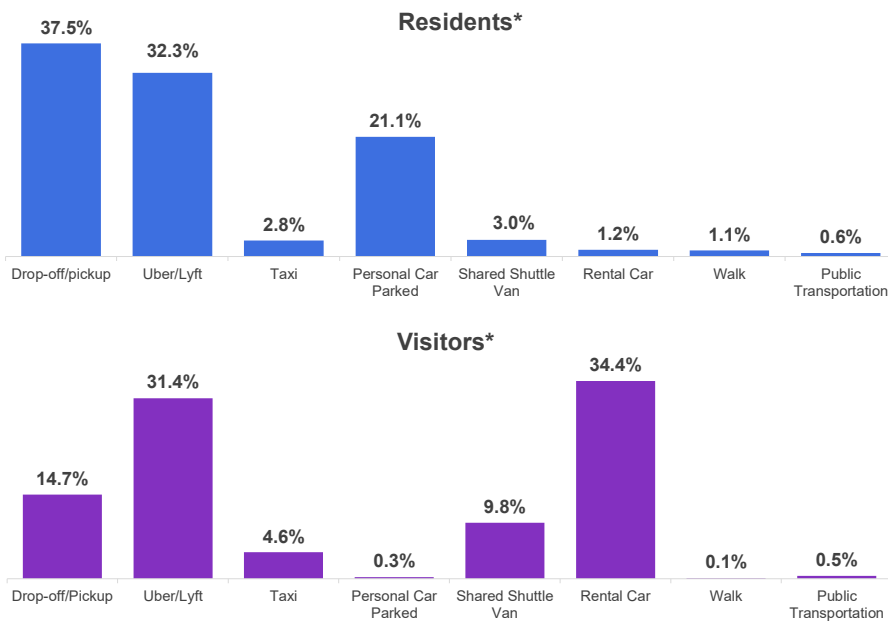
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## How Do Departing Passengers Get to the Airport?

### Other Airports:

Nearly half of resident and visitor respondents used transit at another airport in the last year

*\*All results are provisional and subject to change*



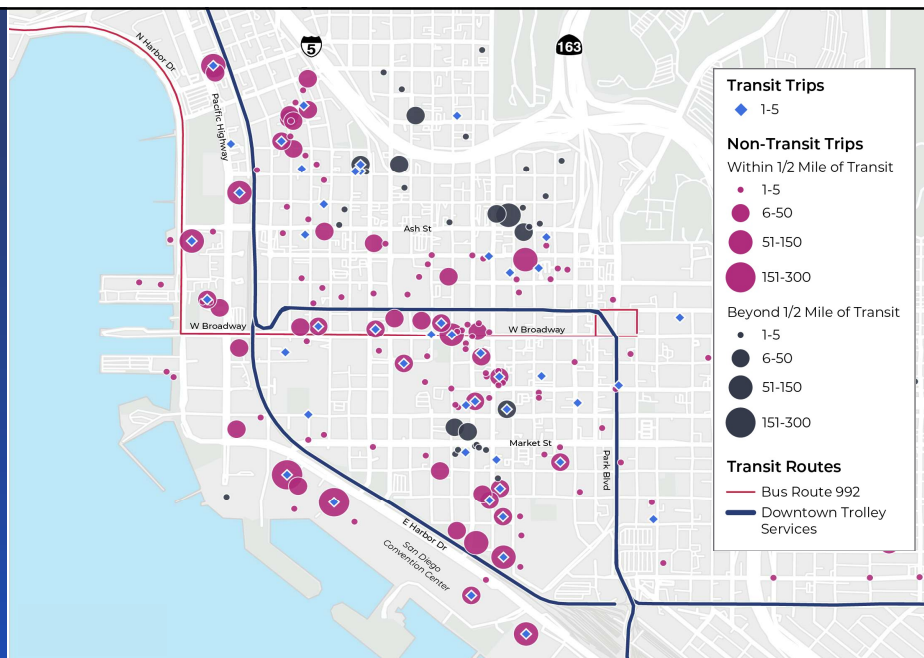
SANDAG | 5

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## Where Do Departing Passengers Come From in Downtown SD?

Majority of trips to airport that begin Downtown are near transit routes

*\*All results are provisional and subject to change*

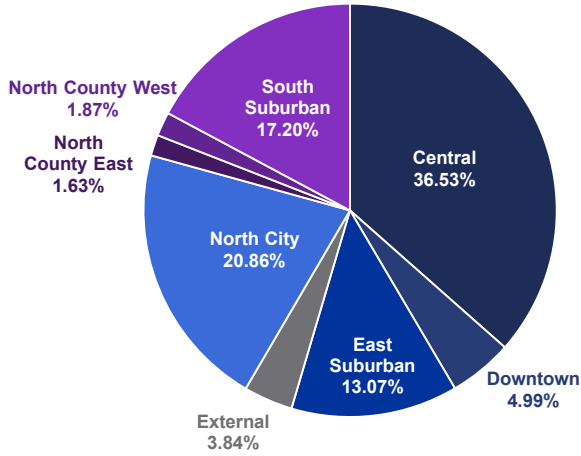


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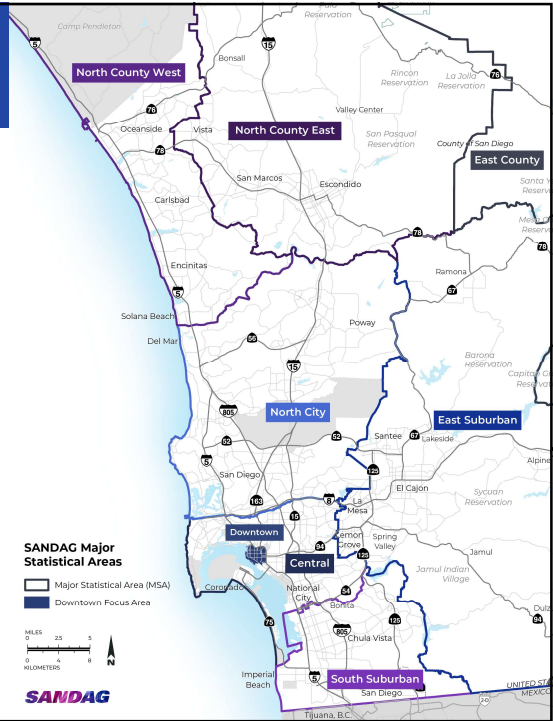
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# Where Do Airport Employees Live?

Airport Employees by Trip Origin\*



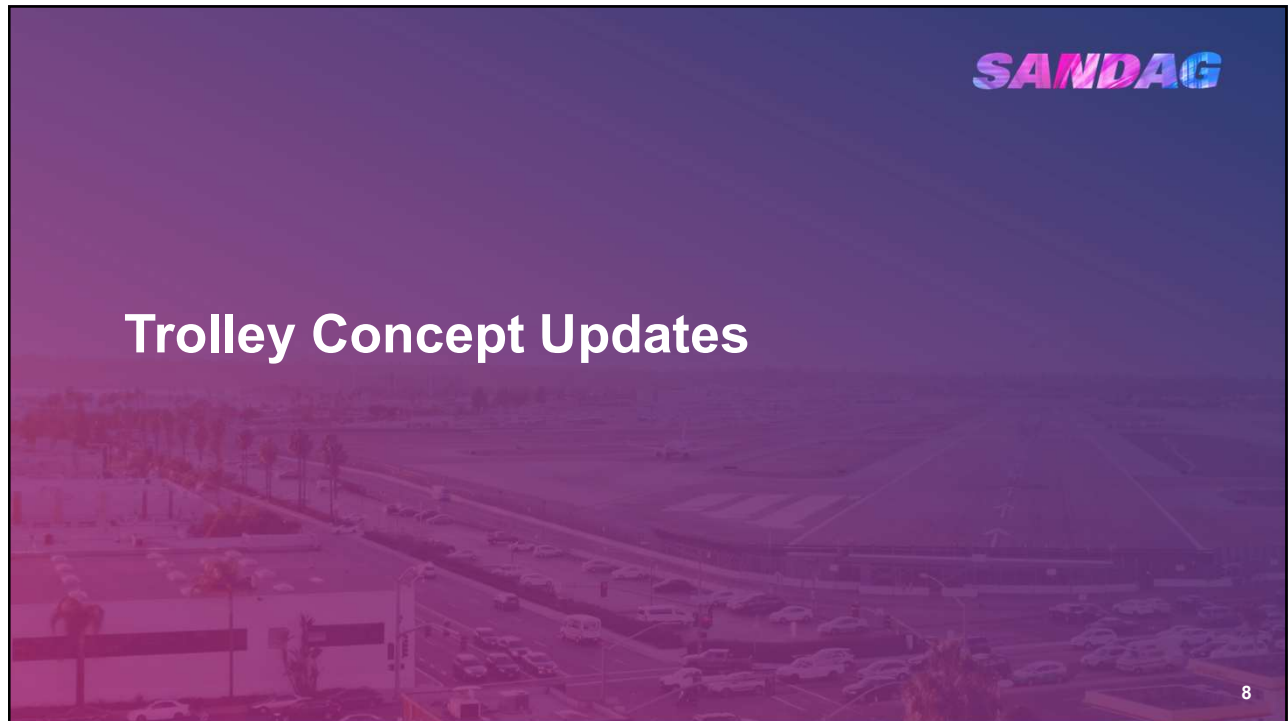
\*All results are provisional and subject to change



7



# Trolley Concept Updates



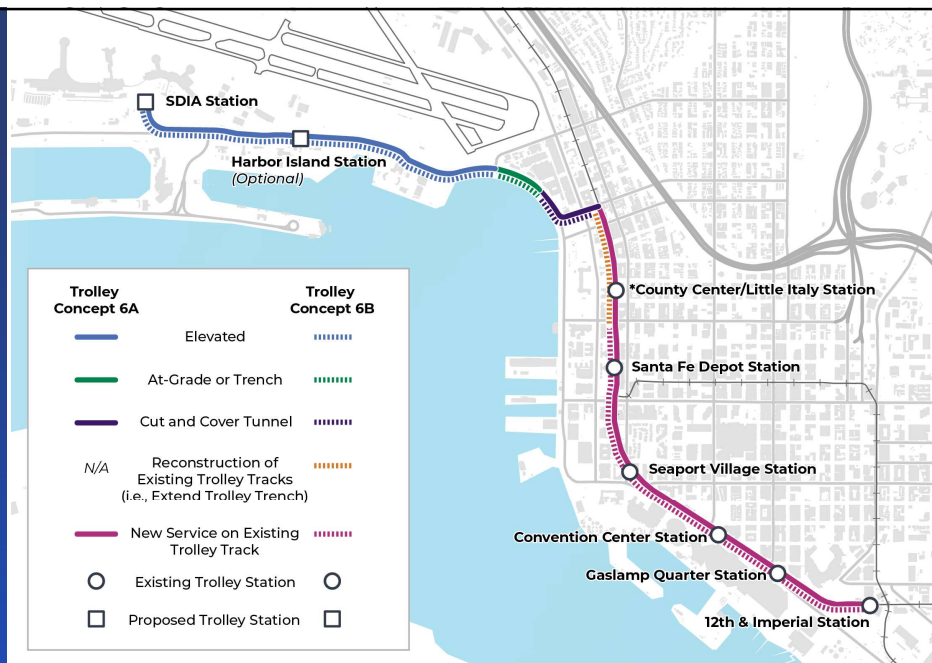
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## ATC Trolley Concept

One concept with two variations:

- 6A would share existing tracks with Blue and Green Lines before spur to airport
- 6B would extend Trolley trench south through Ash St. and share tracks with Blue and Green Lines



\*The location for the County Center/Little Italy Station is still being evaluated for Trolley Concept 6b. **SANDAG** | 9

9

## Trolley Concept Updates

- Operational modeling demonstrates that 7.5-minute headways on Blue, Green, and potential Airport Trolley route are feasible
  - Service frequency and funding considerations would be assessed during environmental analysis phase
- Trolley trench assessment
  - Considerations include station spacing, cost of pedestrian circulation infrastructure, and potential right-of-way needs

**SANDAG**

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## ATC Concept Pare Down

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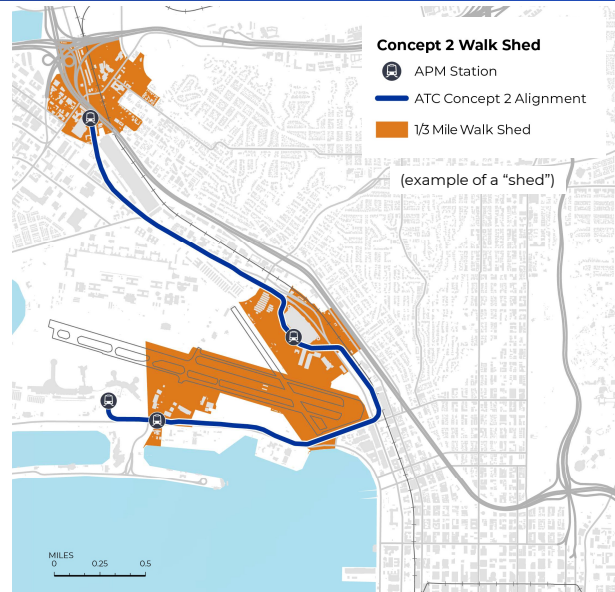
## Airport Transit Connection Concepts

- Five automated people mover (APM) concepts with 16 variations that connect the airport to various destinations including:
  - Santa Fe Depot
  - Old Town Transit Center
  - Consolidated Car Rental Center
  - Convention Center
- Two Trolley concept variations connecting Downtown to the airport

12

## Transit Connectivity

- Pare down metric assesses how well connected each concept is to the regional transit system
- Transit ridership at stations near proposed concepts
  - Existing stations within 1/2-mile of proposed ATC concepts
  - Measures ons, offs, and riders passing through



13

## Travel Markets

These pare down metrics assess how many people and places are accessible to each concept

### Resident Analysis

*Total population and harder to reach population of:*

- Passengers
- Employees
- College/university users

### Visitor Analysis

*Number/amount of:*

- Jobs
- Hotel rooms
- Conference space

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14

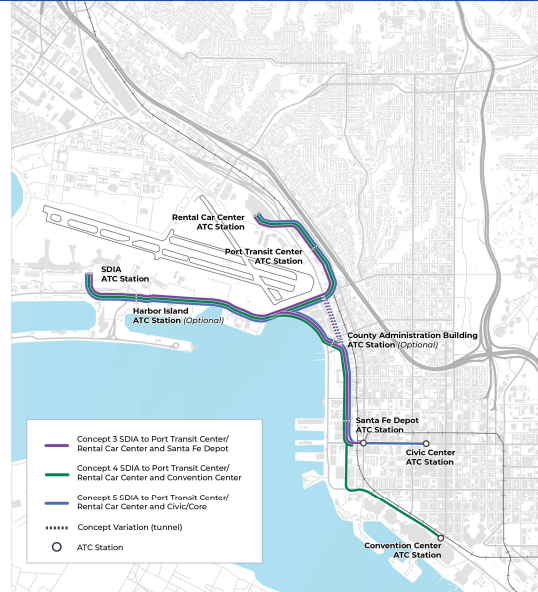
# Round 1 Pare Down Outcome and Next Steps

✓ Round 1: pare down based on:

- Transit connectivity
- Travel markets

**Result: Remove concepts 1 and 2 (all four 'north-leg only' APM variations)**

- Round 2: further pare down based on:
  - Cost, complexity, feasibility
  - Compatibility with stakeholder plans
- Round 3: update ridership to recommend concepts for environmental analysis



15

## ATC Next Steps

### Fall 2025

- Partner agency workshop #2
- Stakeholder roundtable #2
- Complete round 2 concept pare down
- Complete Trolley trench assessment
- Assess options to increase frequency and transit priority for airport bus services

### Summer 2025

- Partner agency workshop #1
- Complete round 1 concept pare down
- Complete Trolley operational modeling
- Continue Trolley trench assessment

### Winter/Spring 2026

- Model ridership of remaining concepts
- Complete round 3 concept pare down
- Develop environmental clearance strategy
- Continue enhanced bus connections planning

16

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