



Board of Directors Manual 2026

Vision

Pursuing a brighter future for all

Mission

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

Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change, and we firmly uphold equity and inclusion

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About SANDAG

At SANDAG, we shape the future of the San Diego region by planning and building infrastructure, preserving the environment, providing local resources, and delivering the TransNet program.

SANDAG serves the region through several designations. In our primary roles as the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA), we are responsible for developing plans for how people and goods will move around the region.

Beyond planning, we are unique among MPOs in that we also design and build many of our projects. We offset our environmental impact and ensure that sustainability is at the heart of our efforts. SANDAG's work also includes providing vital resources and programs that support residents across the region.

TransNet, the half-cent sales tax administered by SANDAG, helps fund everything from major corridor and bikeway projects to specialized transportation and local street improvements.

Our work is informed by data and our partnership with the public.

SANDAG is governed by a Board of Directors made up of publicly elected representatives from each of our local city councils and County Board of Supervisors. We collaborate with local governments, transit operators, community partners, neighboring regions, and state and federal agencies to deliver long-lasting solutions to the region's challenges.

Earning and maintaining the confidence of our residents and partners is the key to successfully bringing projects to life. Underlying this collaboration, three pillars serve as the foundation for our work:

- **Oversight and Transparency:** We are committed to strengthening public trust by being good stewards of taxpayer dollars and communicating clearly.
- **Leadership and Structure:** We are committed to making sure the organization of the agency sets us up to be efficient, agile, and aligned with our mandates.
- **Focus on Fundamentals:** We are committed to planning and delivering meaningful results through quality projects and programs.

By prioritizing partnership, transparency, accountability, and community-driven solutions, we are working to create a sustainable, connected, and thriving future for all.

About the San Diego Region

More than 3.3 million people live in the San Diego region, spread among 18 cities, the County of San Diego, and 17 federally recognized tribes. We share our southern border with Mexico, the largest trading partner to both the United States and the State of California. For many people, frequent travel across the international border is essential for visiting family, going to work, shopping, and accessing medical care.

Our natural environment is marked by exceptional diversity, including coastlines, canyons, mesas, grasslands, forests, agricultural lands, and deserts. The region hosts strategically located sea and land ports of entry, the U.S. Navy's prestigious Pacific Fleet, and several renowned higher education institutions. Our multifaceted economy is rooted in technology, research, national defense, and tourism.

Your Regional Role as a SANDAG Board Member

SANDAG has several federal, state, and local designations that form the framework for what we do. As a Board member, it is essential that you understand these designations and ensure that the agency is positioned to meet the requirements of each. Below are some of SANDAG's most important designations and critical responsibilities. You can find SANDAG's governing legislation and a complete list of our mandates and designations on our website at [SANDAG.org/bylaws](https://www.sandag.org/bylaws).

Mandates and Governing Legislation

Metropolitan Planning Organization (Federal)

Allocate federal transportation revenues and meet comprehensive planning requirements in order to be eligible for funds. Adopt the long-range Regional Transportation Plan (RTP) and Regional Transportation Improvement Program (RTIP), including air quality conformity analyses. Adopt the annual Overall Work Program consistent with federal requirements and funding regulations.

Regional Transportation Planning and Fund Allocation Agency (State)

As the regional transportation planning agency, SANDAG adopts the RTP and RTIP, the five-year programming of state and federal transportation funds. The agency also allocates Transportation Development Act funds (local quarter-percent sales tax collected statewide and returned to the county based on the amount collected).

San Diego County Regional Transportation Commission (Local and Voter Approval)

SANDAG is the designated commission and administers the local half-cent sales tax, TransNet, for transportation purposes.

Council of Governments (Local)

This designation makes SANDAG the public forum for regional decision-making among the area's 18 cities and county government relating to a broad range of topics pertinent to the region's quality of life. One of the primary responsibilities of the Council is to complete the Regional Housing Needs Allocation for the San Diego region.

San Diego Regional Consolidated Agency (State)

Effective January 1, 2003, Senate Bill 1703 (Chapter 743, Statutes of 2002) designated SANDAG as the San Diego Regional Consolidated Agency to strengthen how regional public policy decisions are made. The law mandated membership in the consolidated agency from the area's 18 cities and county government. It also consolidated regionally significant transit planning, programming, project development, and construction into SANDAG, and left responsibilities for day-to-day operations with the existing transit operators. SANDAG is authorized by statute to place a ballot measure before the voters and use revenues from the sales tax to provide for infrastructure needs that are important to maintain and improve the region's quality of life such as habitat conservation, shoreline preservation, water quality enhancement, and public transit.

Area-Wide Clearinghouse (Federal and State)

Review projects with regional impacts under California Environmental Quality Act and National Environmental Policy Act.

Automated Regional Justice Information System

The purpose of the Automated Regional Justice Information System (ARJIS) Joint Powers Agency is to develop and maintain state-of-the-art criminal justice information technology that provides its members with seamless, cross-jurisdictional access to essential, accurate, real-time data via a secure criminal justice enterprise network. As the convening agency for regional justice technology, ARJIS enhances both officer safety for the local, state, tribal, and federal law enforcement agencies that operate in the region and public safety for the region's residents and visitors.

Co-Lead Agency for Air Quality Planning (Federal and State)

Carry out air quality planning mandates in cooperation with the San Diego County Air Pollution Control District (APCD). Determine conformity of transportation plans and programs—RTP and RTIP—with an air quality plan.

Congestion Management Agency (State and Local)

All 18 cities and the county government have designated SANDAG as the Congestion Management Agency responsible for adopting a Congestion Management Program (CMP), overseeing preparation of deficiency plans, and monitoring local agency compliance with the CMP.

Fee-for-Services

This is a memorandum of understanding (MOU) or contractual agreement where SANDAG agrees to perform specific services in exchange for fees, which provide the funding for the applicable task or product budgeted.

Freeway Service Patrol Administration

SANDAG provides rapid assistance during peak traffic periods for stranded motorists on various highways, reducing congestion and increasing safety.

Housing (State)

SANDAG determines each jurisdiction's share as part of the Regional Housing Needs Assessment and establishes performance criteria for self-certification of housing elements.

Intelligent Transportation Systems Architecture (Federal)

The U.S. Department of Transportation and federal regulations require that federally funded projects be consistent with an adopted regional Intelligent Transportation System architecture.

Intergovernmental Review

SANDAG conducts a review of regionally significant projects that may impact the implementation of the RTP and/or its Sustainable Communities Strategy. The review ensures these projects are coordinated appropriately with local jurisdictions, Caltrans, transit agencies, APCD, and other agencies.

Grant Conditions (Local, State, or Federal)

This is a project-specific local, state, or federal grant agreement where reimbursement of costs is conditioned upon completion of applicable activities, tasks, or products.

Master Agreement with Caltrans

This is a commitment through a Master Fund Transfer Agreement between SANDAG and Caltrans District 11.

Memoranda of Understanding with Member Agencies

These are commitments (MOUs) between SANDAG and one or more of the member agencies. SANDAG has MOUs with Metropolitan Transit System and North County Transit District.

North County Multiple Habitat Conservation Program Form (Local)

Undertaken on behalf of the seven North County cities, SANDAG serves as the policy body for the program.

Otay Mesa East Toll Facility Act (State)

This legislative act authorizes SANDAG to establish highway toll projects to facilitate the movement of goods and people along the SR 11/Otay Mesa East Port of Entry Corridor.

Regional Criminal Justice Clearinghouse (Local)

The Regional Criminal Justice Clearinghouse provides the means to seek and secure research funds from local, state, and federal sources to assess the effectiveness and efficiency of crime control programs. Assistance to member agencies occurs through various avenues: publishing crime and arrest reports, sharing resources and information, quality assurance studies of crime-related data, impact assessments of crime-reduction strategies, long-term evaluations of critical issues, and grant writing assistance for agencies seeking grant funding. Through the Regional Criminal Justice Clearinghouse, staff also conducts analyses of offender drug use.

Regional Beach Sand Replenishment Program

SANDAG administers the regional program in coordination with federal, state, and local agencies.

Regional Census Data Center (Local)

The Regional Census Data Center was established to increase the accuracy, availability, and use of census data by coordinating with the Census Bureau, the State Census Data Center network, and local agencies in all aspects of census planning and data analysis.

Regional Information System

The Regional Information System is a nationally recognized integrated system of data, computer models, state-of-the-art analytical tools, and staff expertise. It is the San Diego region's most comprehensive databank of historic, current, and forecasted demographic, economic, land use, criminal justice, and transportation-related information. SANDAG, its member and partner agencies, and the public rely on the Regional Information System as the foundation for planning, policy research, analyses, and studies of local and regional issues.

Regional Toll Authority—Congestion Management and Infrastructure Financing

SANDAG is responsible for the delivery and operation of pricing programs such as the I-15 Express Lanes and future high-occupancy toll facilities that allow single-occupant vehicles to use available capacity for a fee. Fees support the operation and maintenance of the program and provide additional funding for other projects in the corridor.

Regional Transportation Demand Management Program Administration

SANDAG provides and administers the regional program consisting of carpool, vanpool, and transit programs; bike parking program; telework; employer and school outreach; and other projects.

San Diego County Regional Airport Authority Reform Act of 2007 (State)

Senate Bill 10 (Chapter 287, Statutes of 2007) defines the responsibilities of SANDAG and the San Diego County Regional Airport Authority (SDCRAA) regarding aviation and surface transportation planning. The SDCRAA is responsible for developing the Regional Aviation Strategic Plan in coordination with SANDAG. SANDAG also is required to prepare an Airport Multimodal Accessibility Plan in coordination with SDCRAA that identifies multimodal transportation investments to improve access to airports in San Diego County and adjacent regions.

SR 125 Toll Facility

SANDAG administers toll collection on the SR 125 Toll Road under a long-term lease with the State of California. This was approved by the Board of Directors in December 2011.

Successor Agency for the San Diego Service Authority for Freeway Emergencies

SANDAG administers the Motorist Aid Call Box program in San Diego County, which provides lifeline support for stranded motorists. Managed by SANDAG since January 1, 2013, the program is funded by a \$1 vehicle registration fee paid by residents in San Diego County.

Organizational and Operational Structure

Board and Committee Overview

The Board of Directors serves as the governing body of SANDAG and is made up of elected officials—mayors, city councilmembers, and county supervisors—appointed from the region’s 18 city councils and the County Board of Supervisors. As the governing body of the agency, the Board carries out various responsibilities mandated by the agency’s designations and sets agency direction, revises policies, and discusses priorities for budget resources.

A set of advisory members also serve in a non-voting capacity on the Board to bring their unique perspectives to the discussion. Non-voting advisory members include representatives from Imperial County, Caltrans, the U.S. Department of Defense, Port of San Diego, San Diego County Water Authority, San Diego Metropolitan Transit System (MTS), San Diego County Regional Airport Authority, North County Transit District (NCTD), Southern California Tribal Chairmen’s Association, Mexico, and the Association of Planning Groups. SANDAG is the only Metropolitan Planning Organization/Council of Governments that has a representative from Mexico serving on its Board—underscoring the truly binational culture of our region.

To help SANDAG address key public policy and funding responsibilities, the Board has delegated certain responsibilities to six Policy Advisory Committees (PACs) that are focused on distinct issue areas. [SANDAG Board Policy No. 001](#) outlines the specific responsibilities delegated by the Board to the PACs to allow SANDAG to effectively address key public policy and funding responsibilities. All items delegated to the PACs are subject to Board ratification.

- Executive Committee
- Transportation Committee
- Regional Planning Committee
- Borders Committee
- Public Safety Committee
- Audit Committee

The calendar of meetings for each year is approved by the Board on or around November of the prior year. The calendar of 2026 meetings is published at [SANDAG.org/calendar](https://www.sandag.org/calendar).

Appointments

The mayor and council of the governing bodies of member agencies will make their appointments to the Board annually by January 10, and when vacancies occur. Each member agency shall confirm the appointment of its primary and alternate Board members by sending a written letter to the SANDAG Clerk of the Board. All such appointments shall go into effect immediately following approval by the member agency’s governing body.

These appointments include one primary member and an alternate(s) from each of the jurisdictions. The County of San Diego and City of San Diego each have a “B” seat that serves as an additional primary member of the Board. Each of the “B” seats also has an alternate who can serve should the primary be unavailable. Board members shall serve until recalled by a city or until another appointment is made.

Additionally, by January 31 of each year, the primary Board members from each of the subregions appoint Board members or Board alternates to serve as a primary and alternate member on each PAC. The Chair of the Board of Directors appoints the Chair and Vice Chair of each PAC (except for the Executive and Audit Committees) based on these selections.

Members of the Audit Committee are selected by a separate process as outlined in [SANDAG Board Policy No. 039](#).

Board of Directors

Board Voting

A majority of the 19 member agencies constitutes a quorum for the transaction of business. Most matters are decided by a simple tally vote, where each of the Board members present has one vote. After a tally vote, two Board members may call for a weighted vote (unless otherwise required by law). The weighted vote procedure requires the vote of at least four Board members representing separate member agencies and at least 51 percent of the total weighted vote. When these requirements are met, the weighted vote supersedes the tally vote. Additionally, electing the Chair and First Vice Chair of the Board requires the use of the weighted vote procedure.

Pursuant to Public Utilities Code Section 132351.2, each agency must have at least one vote, there are no fractional votes, and no agency may have more than 50 votes. The weighted vote distribution must equal 100 votes in total and is calculated based on California Department of Finance population figures each year

FY 2026 Weighted Voting Formula

SANDAG Member Agency	Certified Population Jan. 1, 2023	% of Subtotal	Fractional Share of Votes	Fractions less than "1"	FY 2026 Adjusted Weighted Vote	FY 2025 Weighted Vote	Vote Change
San Diego County	1,408,937	42.309 %	41.309	42	42	42	-
Chula Vista	281,401	8.450 %	8.450	8	8	8	-
Oceanside	174,340	5.235%	5.235	5	5	5	-
Escondido	150,425	4.517%	4.517	4	4	4	-
Carlsbad	116,368	3.494 %	3.494	3	3	3	-
El Cajon	104,932	3.151 %	3.151	3	3	3	-
Vista	101,599	3.051%	3.051	3	3	3	-
San Marcos	97,123	2.916 %	2.916	2	3	3	-
Encinitas	61,956	1.860%	1.860	1	2	2	-
La Mesa	60,908	1.829%	1.829	1	2	2	-
Santee	59,568	1.789%	1.789	1	2	2	-
National City	58,965	1.771%	1.771	1	2	2	-
Poway	50,379	1.513%	1.513	1	1	1	-
Lemon Grove	28,163	0.846%	0.846	1	1	1	-
Imperial Beach	26,369	0.792%	0.792	1	1	1	-
Coronado	22,610	0.679%	0.679	1	1	1	-
Solana Beach	12,986	0.390%	0.390	1	1	1	-
Del Mar	3,950	0.119%	0.119	1	1	1	-
Total Region	3,330,139	100.00%	100	95	100	100	

Note: These numbers are updated annually on or about May 1, once the Department of Finance releases new population figures.

Board of Directors Membership

Chair

Hon. Lesa Heeber

Vice Chair

Hon. Joe LaCava

Second Vice Chair

Hon. John Minto

Chief Executive Officer

Mario Orso

City of Carlsbad

Hon. Kevin Shin, Councilmember
(A) Hon. Priya Bhat-Patel, Mayor Pro Tem
(A) Keith Blackburn, Mayor

City of Chula Vista

Hon. Carolina Chavez, Councilmember
(A) Hon. Cesar Fernandez, Deputy Mayor
(A) Hon. Michael Inzunza, Councilmember

City of Coronado

Hon. John Duncan, Mayor
(A) Hon. Carrie Downey, Mayor Pro Tem
(A) Hon. Mark Fleming, Councilmember
(A) Hon. Amy Steward, Councilmember

City of Del Mar

Hon. Terry Gaasterland, Councilmember
(A) Hon. Tracy Martinez, Mayor
(A) Hon. John Spelich, Deputy Mayor

City of El Cajon

Hon. Bill Wells, Mayor
(A) Hon. Steve Goble, Councilmember
(B) Phil Ortiz, Councilmember

City of Encinitas

Hon. Bruce Ehlers, Mayor
(A) Hon. Marco San Antonio, Councilmember
(A) Hon. Joy Lyndes, Deputy Mayor

City of Escondido

Hon. Dane White, Mayor
(A) Hon. Judy Fitzgerald, Councilmember
(A) Hon. Joe Garcia, Councilmember

City of Imperial Beach

Hon. Jack Fisher, Mayor Pro Tem
(A) Hon. Mitch McKay, Mayor
(A) Hon. Matthew Leyba-Gonzalez, Councilmember

City of La Mesa

Hon. Mark Arapostathis, Mayor
(A) Hon. Lauren Cazares, Vice Mayor
(A) Hon. Laura Lothian, Councilmember

City of Lemon Grove

Hon. Alysson Snow, Mayor
(A) Hon. Jennifer Mendoza, Deputy Mayor
(A) Hon. Jessyka Heredia, Councilmember

City of National City

Hon. Luz Molina, Vice Mayor
(A) Hon. Ron Morrison, Mayor
(A) Hon. Ditas Yamane, Councilmember

City of Oceanside

Hon. Esther Sanchez, Mayor
(A) Hon. Eric Joyce, Councilmember
(A) Hon. Jimmy Figueroa, Councilmember

City of Poway

Hon. Steve Vaus, Mayor
(A) Hon. Peter De Hoff, Councilmember
(A) Hon. Christopher Pikus, Councilmember

City of San Diego

Hon. Todd Gloria, Mayor
(A) Hon. Kent Lee, Council President Pro Tem
(A) Hon. Marni von Wilpert, Councilmember
Hon. Joe LaCava, Council President
(A) Hon. Vivian Moreno, Councilmember
(A) Hon. Sean Elo-Rivera, Councilmember

City of San Marcos

Hon. Rebecca Jones, Mayor

City of Santee

Hon. John Minto, Mayor
(A) Hon. Laura Koval, Councilmember
(A) Hon. Ronn Hall, Councilmember

City of Solana Beach

Hon. Lesa Heebner, Mayor
(A) Hon. David A. Zito, Councilmember
(A) Hon. Jewel Edson, Councilmember

City of Vista

Hon. Corinna Contreras, Councilmember
(A) Hon. Katie Melendez, Councilmember
(A) Hon. Jeff Fox, Councilmember

County of San Diego

Hon. Paloma Aguirre, Supervisor
Hon. Joel Anderson, Supervisor
(A) Hon. Terra Lawson-Remer, Supervisor
(A) Hon. Monica Montgomery Steppe, Supervisor

Advisory Members

Imperial County

Hon. Martha Cardenas-Singh, Supervisor
(A) Vacant

California Department of Transportation

Ann Fox, District 11 Director
(A) Melina Pereira
(A) Caridad Sanchez

Metropolitan Transit System

Hon. Matthew Leyba-Gonzalez
(A) Hon. Vivian Moreno
(A) Hon. Ronn Hall

North County Transit District

Hon. Jewel Edson
(A) Hon. Priya Bhat-Patel
(A) Hon. Mike Sannella

U.S. Department of Defense

Dennis Keck, Navy Region Southwest
(A) Anna Shepherd, Navy Region Southwest
(A) Muska Laiq, Navy Region Southwest

Port of San Diego

Dan Malcolm, Commissioner
(A) Job Nelson

San Diego County Water Authority

Hon. Joy Lyndes
(A) Joel Scalzitti

(A) Valentine Macedo, Jr. San Diego County Regional Airport Authority

Gil Cabrera, Chair
(A) James Sly, Board member

Southern California Tribal Chairmen's Association

Hon. Raymond Welch, Chairman,
Barona Band of Mission Indians
Hon. Cody Martinez, Chairman,

Sycuan Band of the Kumeyaay Nation Mexico

Hon. Alicia Kerber-Palma, Cónsul General of Mexico
(A) Hon. Gilberto Luna, Deputy Cónsul General of Mexico
(A) Hon. Barbara del Castillo, Consulate General of Mexico

Association of Planning Groups

Hon. Robin Joy Maxson
(A) Hon. Eileen Delaney

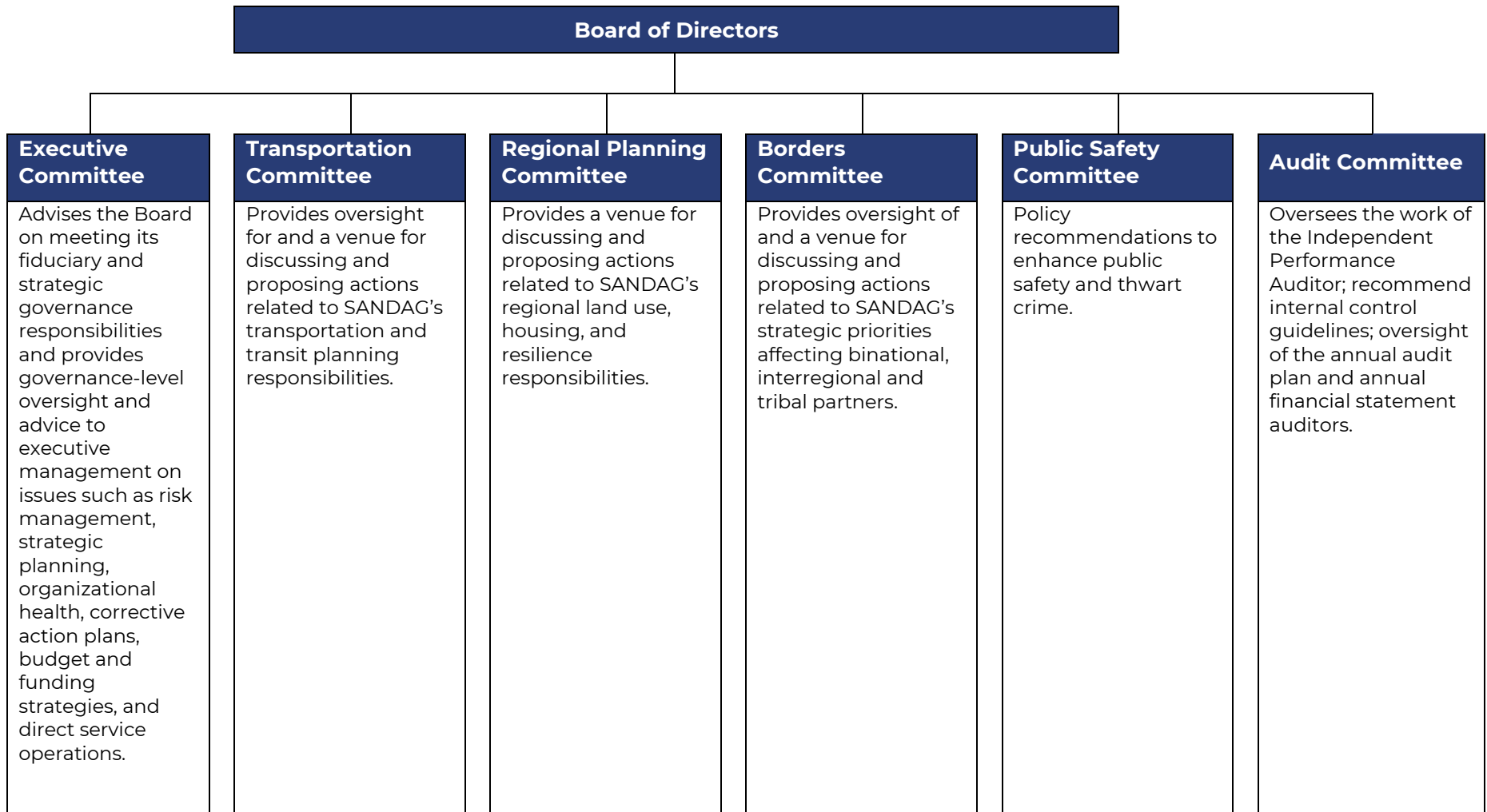
Revised March 3, 2026

- (A) Hon. Ed Musgrove, Councilmember
- (A) Hon. Mike Sannella, Councilmember

Policy Advisory Committees

Committee Structure

Our Policy Advisory Committees are made up of elected officials, residents, partner agencies, and representatives of civic and community groups. Each committee has a focused responsibility and advises the Board on major policy-level matters related to regional programs.



Executive Committee

The Executive Committee advises the Board on meeting its fiduciary and strategic governance responsibilities and provides governance-level oversight and advice to executive management on issues such as risk management, strategic planning, organizational health, corrective action plans, budget and funding strategies, and direct service operations.

- Staff contact: Ariana Galvan, 619.699.1977, ariana.galvan@sandag.org
- More information (including membership list): [SANDAG.org/executivecommittee](https://www.sandag.org/executivecommittee)

Audit Committee

The Audit Committee assists the Board in fulfilling its oversight responsibilities and to provide a forum for pursuing the opportunities for improvements in operations, financial reporting, and internal controls identified through the agency's audit products. The Audit Committee may hear items within the subject areas of audits, internal controls and investigations into fraud, waste, or impropriety, and may be asked to provide actions or recommendations on other matters within the Audit Committee's purview.

- Staff contact: Jennifer Estrada, 619.595.5666, jennifer.estrada@sandag.org
- More information (including membership list): [SANDAG.org/auditcommittee](https://www.sandag.org/auditcommittee)

Borders Committee

The Borders Committee provides oversight of and a venue for discussing and proposing actions related to SANDAG's strategic priorities affecting binational, interregional and tribal partners.

- Staff contact: Héctor Vanegas, 619.699.1972, hector.vanegas@sandag.org
- More information (including membership list): [SANDAG.org/borderscommittee](https://www.sandag.org/borderscommittee)

Public Safety Committee

The Public Safety Committee advises the SANDAG Board of Directors on major policy-level matters related to public safety. Composed of both elected officials and public safety representatives, the goals of the group include improving the quality of life in the region by promoting public safety and justice through collaboration, information sharing, effective technology, and objective monitoring and assessment.

- Staff contact: Kami Leone, 619.699.6974, kami.leone@sandag.org
- More information (including membership list): [SANDAG.org/publicsafetycommittee](https://www.sandag.org/publicsafetycommittee)

Regional Planning Committee

The Regional Planning Committee provides a venue for discussing and proposing actions related to SANDAG's regional land use, housing, and resilience responsibilities.

- Staff contact: Stacey Cooper, 619.595.5354, stacey.cooper@sandag.org
- More information (including membership list): [SANDAG.org/regionalplanningcommittee](https://www.sandag.org/regionalplanningcommittee)

Transportation Committee

The Transportation Committee provides oversight for and a venue for discussing and proposing actions related to SANDAG's transportation and transit planning responsibilities.

- Staff contact: Brian Lane, 619.699.7331, brian.lane@sandag.org

- More information (including membership list): [SANDAG.org/transportationcommittee](https://www.sandag.org/transportationcommittee)

SANDAG Bylaws and Board Policies

Under federal law, SANDAG is designated a Metropolitan Planning Organization and under state law as a Regional Transportation Planning Agency and Council of Governments. The Board annually reviews the Bylaws and Policies that govern the agency's work.

State law (SB 1703) assigned SANDAG the responsibility for transit planning, funding allocation, project development, and eventually construction in the San Diego region in addition to its preexisting transportation responsibilities and other regional roles.

View a complete set of SANDAG bylaws and Board policies at [SANDAG.org/bylaws](https://www.sandag.org/bylaws).

Filing of Form 700

SANDAG has a [Conflict of Interest Code](#) that requires members who make or participate in the making of decisions that may have a material effect on financial interests file a Form 700 - Statement of Economic Interests (Form 700).

You are required to file a Form 700 with SANDAG when assuming or leaving your position, and annually while holding the position to ensure that you do not have a prohibited conflict of interest. Members who perform functions on behalf of SANDAG must be free of conflicts and are therefore required to fill out and submit a Form 700 disclosing employment income, gifts received, property or stock owned, and other financial interests that could be perceived as a potential bias to decision making.

SANDAG filers must complete their Form 700 electronically through the County of San Diego's [Electronic Filing System](#). Hard copy filings are no longer accepted.

As an option, if you are a public official with multiple positions and are required to file directly with the Fair Political Practices Commission (FPPC), you can file a single Form 700 by submitting an Expanded Statement of Economic Interests in the FPPC e-file system, and list SANDAG Board Member as a position. For more information visit the [FPPC FAQ on Expanded Statement of Economic Interests](#).

In general, Form 700 discloses the types of interests in real property, investments, business positions, and sources of income and gifts that could potentially affect the Conflict Code Filer. Form 700 serves as a reminder to the Conflict Code Filer and the public of the financial interests that decision-makers need to take into account as they could cause an actual, potential or perceived conflict of interest. If your employer is not a public agency, you are required, at a minimum, to disclose that income on your Form 700. Find additional guidance about the types of disclosures at www.fppc.ca.gov/Form700.html.

Late Filing/Late Penalties

The filing officer who retains originally signed or electronically filed statements of economic interests may impose on an individual a fine for any statement that is filed late. The fine is \$10 per day up to a maximum of \$100. Late filing penalties may be reduced or waived under certain circumstances.

Persons who fail to timely file their Form 700 may be referred to the FPPC's Enforcement Division (and, in some cases, to the Attorney General or district attorney) for investigation and possible prosecution. In addition to the late filing penalties, a fine of up to \$5,000 per violation may be imposed.

The deadline for submitting the 2025 Annual Form 700 is April 1, 2026.

Per the SANDAG Standards of Conduct & Ethics outlined in [SANDAG Board Policy No. 004](#), failure to file a Statement of Economic Interests by the deadlines imposed by the Political Reform Act shall result in a loss of voting privileges for the member

Compensation

In addition to any compensation mandated by state law for Board meetings, the rates below shall apply.

- For attendance by Board members, or alternates in their absence, at Board meetings or Board subcommittee meetings: \$150 per meeting
- For attendance by all voting members and their alternates of a Policy Advisory Committee: \$100 per meeting
- For attendance by Board members and alternates, or advisory Board members when serving as Chair of a working group: \$100 per meeting

Persons must be present for at least half of the time set for the meeting or the duration of the meeting, whichever is less, in order to be eligible for compensation.

The limit on the total number of paid Board, Policy Advisory Committee, and working group meetings is six meetings per individual per month. In no event shall a member of a Policy Advisory Committee or working group receive more than one stipend for attendance at a concurrent meeting.

Stipends for Board members are processed the month following the actual meetings. Attendance is monitored by the Clerk of the Board at each meeting, and members are asked to confirm attendance. SANDAG also pays mileage from the city hall/county office to SANDAG and return if the Board member requests mileage. For those members who are not otherwise eligible for a transit pass, SANDAG will also reimburse the cost of a roundtrip transit ticket from the transit station nearest their jurisdiction's usual place of business to the location of the meeting or event.

Board members may be appointed by the SANDAG Chair to attend various events as the SANDAG representative. In those cases, SANDAG will pay stipends for event attendance and actual mileage for travel to attend an event upon submission of an Event Representation form provided by the Clerk of the Board.

Additionally, the Chair appoints Board members to various regional and national agencies. SANDAG will cover all travel costs for Board members related to official travel on behalf of the agency and in accordance with provisions of [SANDAG Board Policy No. 011](#).

W-9/ACH Forms

To process meeting attendance and event representation stipends, SANDAG requires a completed and signed W-9 form. If the member prefers to receive the stipend via electronic payment, an ACH Authorization Form must also be completed and submitted. By January 31 of each year, SANDAG issues a 1099-NEC to members who receive compensation for the previous year.

Ethics, Sexual Harassment Prevention, and Fiscal and Financial Trainings

SANDAG is required by law to provide ethics, sexual harassment prevention and education, and fiscal and financial training to their local officials. Appointing jurisdictions likely require the same trainings. If you have completed these training courses through another agency, please provide the certificate of completion to the Clerk of the Board.

AB 1234 Ethics Training

State law (California Government Code Section 53235) requires that if a local agency provides any type of compensation, salary, or stipend to, or reimburses the expenses of any member of its legislative body (as defined in California Government Code Section 54952), that local agency's officials must complete biennial training in general ethical principles and ethics laws.

Local officials must receive training no later than six months from the first day of service with the local agency.

The Fair Political Practices Commission (FPPC) offers [free online training](#) for ethics certificates. This option requires you to log onto the FPPC's website, review various screens of materials, take periodic tests to assure retention of the information and then print out a certificate.

AB 1661 Sexual Harassment Prevention Training and Education

State law (California Government Code Section 53237.1) requires local agency officials to receive sexual harassment prevention training and education within six months of taking office. The training must be repeated every two years if any type of compensation, salary, or stipend is provided to those officials.

The California Civil Rights Department offers [free online training](#) for sexual harassment prevention training. At the end of the 2-hour training, you will be prompted to enter information to generate a certificate of completion.

SB 827 Fiscal and Financial Training

State law (California Government Code Section 53238) requires officials to complete training covering core areas of public finance, including municipal budgeting, financial reporting, capital financing, debt management, and ethical stewardship of public resources.

Officials who begin service on or after January 1, 2026, must complete the training within six months of their start date. Officials already in service as of January 1, 2026, must complete the training no later than January 1, 2028.

At the time of publication of this Manual, materials for the new Fiscal and Financial Training are being developed. Further information will be provided in spring 2026.

Certificates of Completion

Upon completion of these trainings, copies of Certificates of Completion must be provided to the Clerk of the Board. These certificates are public records and must be kept for at least five years.

Please contact the Clerk of the Board at clerkoftheboard@sandag.org with any questions.

Office of the Independent Performance Auditor

The SANDAG Office of the Independent Performance Auditor (OIPA) is the official body of SANDAG to investigate potential fraud, waste, and abuse identified by SANDAG staff or other stakeholders.

The OIPA serves as the SANDAG Board of Directors' oversight function that objectively evaluates and recommends improvements to SANDAG, including facilitating an objective risk assessment regularly. The OIPA's audit functions include timely reporting of significant issues to appropriate oversight authorities. [SANDAG Board Policy No. 039 — Audit Policy Advisory Committee and Audit Activities](#) specifies the functions of the Independent Performance Auditor and the SANDAG Audit Committee, which assists the Board in fulfilling its oversight responsibilities.

The current SANDAG Independent Performance Auditor (IPA) is Courtney Ruby. The IPA is selected by the SANDAG Board of Directors based on qualifications and experience. Ms. Ruby began her term of service in November 2023.

Courtney Ruby, CPA, CFE
SANDAG Independent Performance Auditor

1011 Union Street, Suite 400
San Diego, CA 92101

courtney.ruby@sandag.org
619.595.5323

Find a full list of OIPA staff at [SANDAG.org/oipa](https://www.sandag.org/oipa).

Annual Budget

SANDAG adopts an annual Program Budget, which includes three primary components: the Overall Work Program, the Capital Program, and Regional Operations and Services. The budget sets out our planned activities, illustrates how our work aligns with the priorities of our member agencies, and positions us to serve the region through the delivery of major infrastructure projects, policy initiatives, and regional services.

The Overall Work Program (OWP) is an inventory of the regional planning projects and programs that will be undertaken during the fiscal year. Planning, our core responsibility, is where everything begins. It encompasses budgeting, data and research, community engagement, and more. Examples of this work include the Regional Plan, transit planning, and grants. All of the OWP projects aim to improve quality of life for residents and visitors. TransNet is an important funding source for many grants, projects, and programs in the OWP.

The Capital Program budget is the largest component of the SANDAG Program Budget. It includes the multiyear TransNet Major Corridors and Regional Bikeway Program and other transit and capital improvements. Capital projects include near-term and long-term infrastructure projects and encompass activities such as environmental clearance efforts, design, outreach, engineering, and construction. In addition to major corridor and bikeway projects, this component of the budget includes rail projects, mobility improvements at the border, environmental mitigation, and more.

The Regional Operations and Services component of the budget covers management of ongoing operational programs and customer services that deliver enhanced mobility and public safety services. It provides for maintenance and support of intelligent transportation and regional law enforcement data systems that support travelers and public safety agencies in the San Diego region.

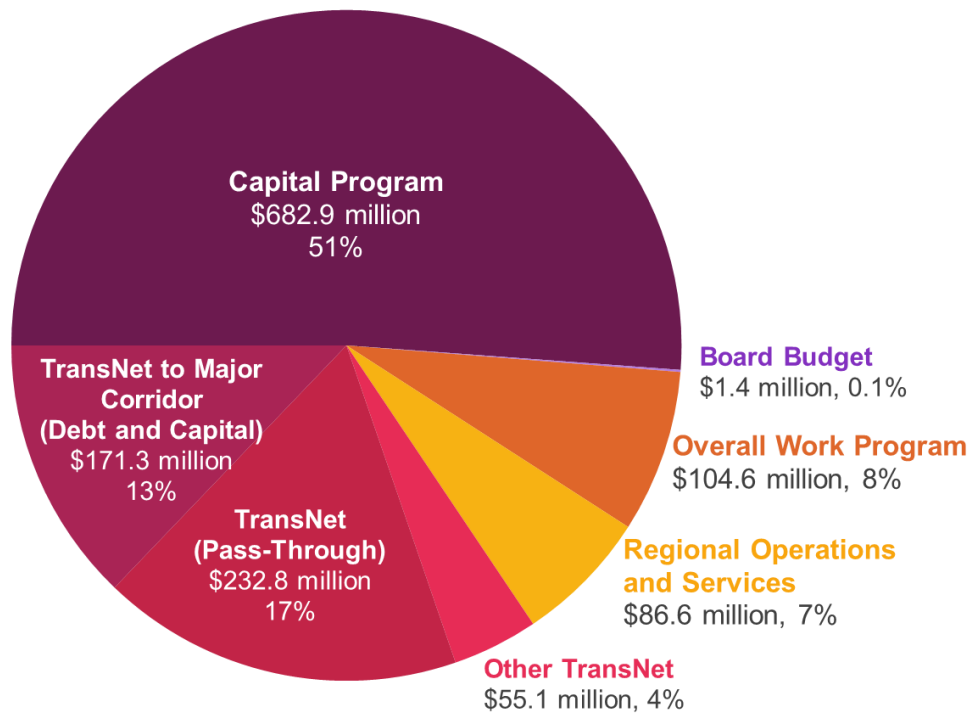
The Board typically reviews the draft budget in March and the final budget for approval in May. The SANDAG fiscal year runs from July 1 through June 30. The FY 2026 Program Budget was approved by the SANDAG Board of Directors in May 2025 and represents an investment of \$1.3 billion in the San Diego region.

Key Documents to Know About

The Regional Plan ([SANDAG.org/regionalplan](https://www.sandag.org/regionalplan)) provides a long-term vision for the region and is updated every four years. From the Regional Plan, the Board and agency leadership work with our partners to identify which projects to prioritize. We then identify or pursue funding to complete those projects.

Once funding is identified for a project or program in the approved Regional Plan, it moves into the SANDAG Program Budget ([SANDAG.org/budget](https://www.sandag.org/budget)). The SANDAG Program Budget spans one fiscal year (July 1 to June 30) for annual planning projects and 10 years for capital projects. It is updated annually. A draft budget goes to Caltrans and the Board, who provide feedback. After incorporating that feedback, a final budget is approved by the Board, usually in May of each year.

Finally, the projects in the approved budget move into the Regional Transportation Improvement Program (RTIP; [SANDAG.org/rtip](https://www.sandag.org/rtip)). This five-year, near-term, investment plan shows that funds are committed to execute projects and programs identified through the Regional Plan and Program Budget process. Projects must be in the RTIP in order for SANDAG to access federal, state, and TransNet funds. All of these documents go through public comment periods and are reviewed and approved by the Board.



Funding

State, federal, and local revenues represent the majority of the budget for our primary budget components. Additionally, the 19 SANDAG member jurisdictions are assessed a fee according to population. Assessments fund Board expenses, the Office of the Independent Performance Auditor, government relations, criminal justice clearinghouse reporting, and other regional planning efforts. Budget amendments up to \$500,000 may be approved by the Policy Advisory Committees. Budget amendments of more than \$500,000 require approval by the Board.

TransNet

For more than three decades, TransNet has been the driving force for improving transportation infrastructure in the San Diego region. TransNet is the half-cent sales tax administered by SANDAG to fund local transportation projects consistent with the Regional Plan. It accounts for about 15% of the FY 2026 SANDAG Program Budget revenue and is crucial when competing for state and federal grant programs when a funding match is required. The majority of TransNet funding flows through SANDAG to transit operators and local jurisdictions.

TransNet dollars represent a relatively stable funding source for critical programs and projects. The initial 20-year TransNet program was approved by voters in 1987 and went into effect in 1988. It generated approximately \$3.8 billion between 1988 and 2008. In 2004, TransNet was extended by voters for an additional 40 years. The TransNet extension has generated approximately \$4.8 billion to date and has been vital in helping us secure additional federal, state, and local funds.

How TransNet Funds Are Allocated

The TransNet program helps fund capital projects on our major corridors and bikeways, which impact transit, highways, freight movement, and active transportation (like biking and walking). TransNet also funds a variety of competitive grant programs for smart growth, active transportation, and transportation services for older adults and people with disabilities plus an environmental conservation program. SANDAG's TransNet Environmental Mitigation Program is our key strategy for protecting, preserving, and restoring native habitats that may be disturbed by construction of local and regional transportation projects. SANDAG also distributes TransNet funding to help jurisdictions complete street and road improvement projects.

Working with our partners Caltrans, MTS, and NCTD, SANDAG has delivered more than 700 TransNet projects for our communities, and we'll continue to deliver more through 2048 when the TransNet measure expires.

TransNet Independent Taxpayer Oversight Committee

The TransNet Independent Taxpayer Oversight Committee (ITOC) aids in the implementation of the TransNet program. This group of community members is appointed by SANDAG to provide an enhanced level of accountability for expenditures of TransNet funds, as mandated in the TransNet Ordinance and Expenditure Plan (passed in November 2004 as Proposition A). The committee helps ensure that all voter mandates are carried out as required and develops recommendations for improvements to the financial integrity and performance of the program. Every year, ITOC releases an annual report of the committee's milestones and accomplishments.

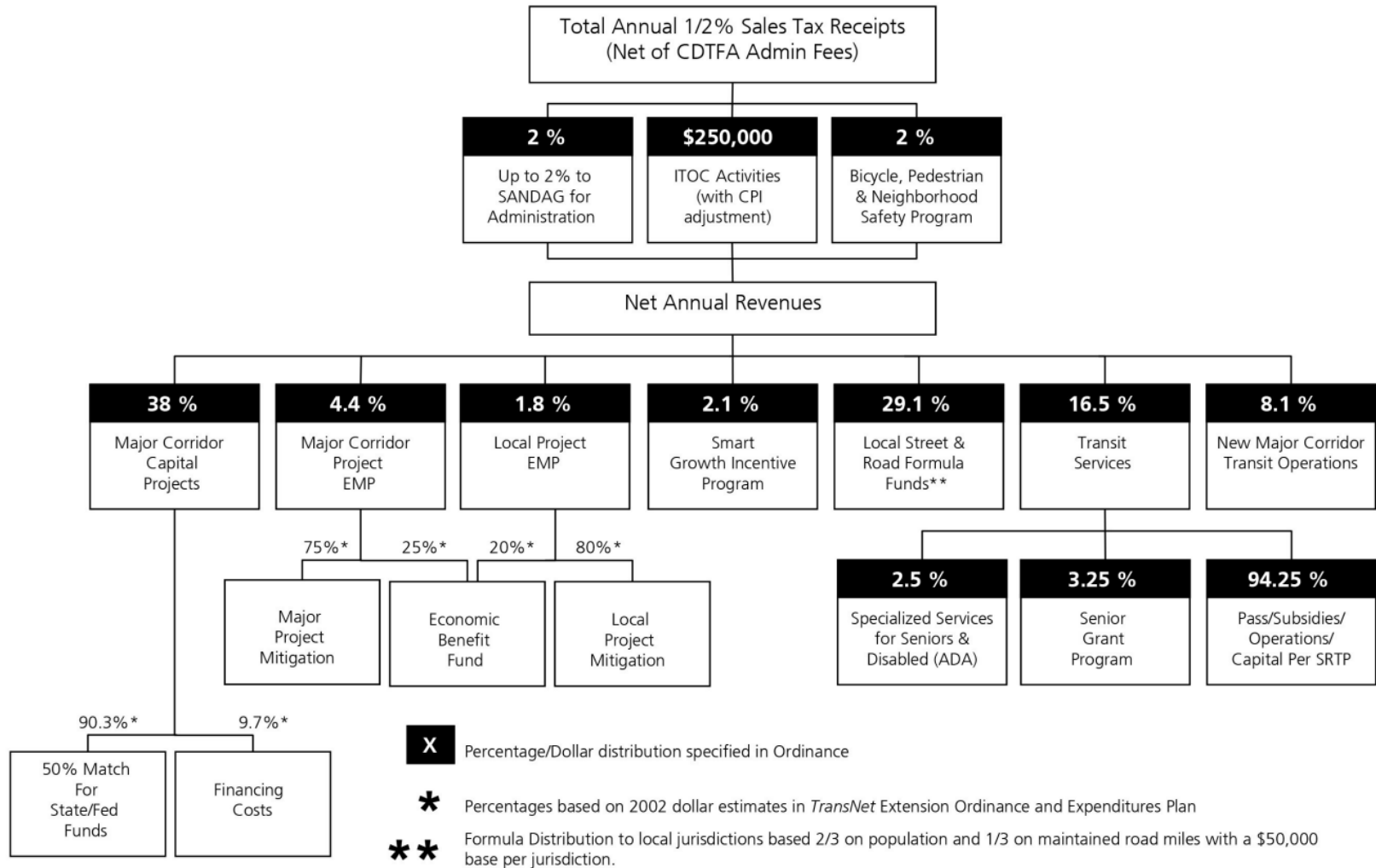
- Meetings: usually 9:30 a.m. on the second Wednesday of the month

Staff contact: Saba Fadhil, 619.595.5399, saba.fadhil@sandag.org

More information (including membership list): [SANDAG.org/meetings-and-events/transnet-independent-taxpayer-oversight](https://www.sandag.org/meetings-and-events/transnet-independent-taxpayer-oversight)



TransNet Extension Flow of Funds FY 2009 – FY 2048*



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

SANDAG Major Work Efforts

To learn about SANDAG's projects, programs, and regional initiatives, visit [SANDAG.org](https://www.sandag.org).

Regional Plan

[SANDAG.org/regionalplan](https://www.sandag.org/regionalplan)

The Regional Plan is the guiding document for much of SANDAG's work. It considers how we will grow, where we will live, and how we will move around the region, and then lays out a data-driven vision to achieve the near- and long-term goals of the region. The plan is updated every four years with input from the public, direction from the SANDAG Board, and the expertise of SANDAG staff. Recommendations provided by the California Air Resources Board (CARB) also provide critical input. Many of our major projects originated as part of the vision of the Regional Plan. TransNet is an important funding source for many projects and programs in the Regional Plan.

Regional Connections

One of our responsibilities at SANDAG is to plan safe, clean, and economically friendly ways for people and goods to move throughout the region. Projects include:

- Airport Transit Connection ([SANDAG.org/atc](https://www.sandag.org/atc))
- SR 11/Otay Mesa East Port of Entry ([SANDAG.org/ome](https://www.sandag.org/ome))

Rail Projects

SANDAG rail projects include improvements to both heavy and light rail infrastructure. Many of our capital rail projects aim to enhance the heavy rail of the Los Angeles-San Diego-San Luis Obispo (LOSSAN) Corridor—the only rail connection between San Diego and the rest of the state and nation. Many LOSSAN projects are partially funded by TransNet. We also plan and build light rail systems operated by MTS and NCTD. All of our rail projects aim to improve the movement of people and goods through the region. Rail projects include:

- LOSSAN Rail Realignment ([SANDAG.org/railrealignment](https://www.sandag.org/railrealignment))
- Del Mar Bluffs Stabilization ([SANDAG.org/delmarbluffs](https://www.sandag.org/delmarbluffs))
- Batiquitos Lagoon Double Track ([SANDAG.org/bltdt](https://www.sandag.org/bltdt))
- San Dieguito Double Track ([SANDAG.org/sddt](https://www.sandag.org/sddt))
- Palomar Grade Separation ([SANDAG.org/palomar](https://www.sandag.org/palomar))

Transit

By planning improvements and access opportunities to bus, rail, and ferry systems, SANDAG helps provide options for moving people and goods around the region while reducing environmental impacts. Transit projects and programs include:

- Purple Line ([SANDAG.org/purpleline](https://www.sandag.org/purpleline))
- San Ysidro Mobility Hub ([SANDAG.org/symh](https://www.sandag.org/symh))
- Youth Opportunity Pass ([SANDAG.org/yop](https://www.sandag.org/yop))

Corridor Projects

[SANDAG.org/highwayprojects](https://sandag.org/highwayprojects)

We plan and construct improvements to the region's highways and freeways and plan new transit routes to help reduce traffic congestion along our busiest corridors, save commuters countless hours, and reduce greenhouse emissions. Caltrans is a major partner in this work, and TransNet is a key funding source. Corridor projects include:

- SR 78 (including *Rapid 483*)
- SR 67 (including *Rapid 277*)
- SR 52 (including *Rapid 880*)
- I-805 (including *Rapid 688*)
- I-5 (including *Rapid 640*)

Bikeway Projects

[SANDAG.org/bikeprojects](https://sandag.org/bikeprojects)

One of our key priorities in planning our region's transportation system is providing an extensive network of bikeways and walkways to ensure biking, walking, and rolling are comfortable and convenient forms of everyday travel. All of our bikeway projects are part of the TransNet Regional Bikeway program. Bike projects include:

- Eastern Hillcrest Bikeways
- Imperial Avenue Bikeway
- Border to Bayshore Bikeway
- Inland Rail Trail Phase 3
- University Bikeway

Grants

[SANDAG.org/grants](https://sandag.org/grants)

SANDAG provides a variety of competitive grant programs to local jurisdictions, nonprofit organizations, community groups, and transportation partners. Through SANDAG grant programs, we allocate millions of dollars each year in local, state, and federal funds to create safer streets, promote travel choices, increase connectivity, and expand ways for older adults and individuals with disabilities to get around the region. Grant programs cycle through three major stages: Program updates tied to Regional Plan efforts or other areas, a competitive call for projects, and implementation. Grant programs include:

- Active Transportation Grant Program
- TransNet Smart Growth Incentive Program
- Flexible Fleets Pilot Grant Program
- Specialized Transportation Grant Program
- Access for All Grant Program

Environmental Mitigation

At SANDAG, our job is not only to plan and build major infrastructure projects, but also to make our communities better places to live. To this end, we are committed to protecting our environment in every corner of the region. Our work includes preserving native habitats, protecting endangered species, reducing greenhouse gas emissions, addressing climate change, protecting wetlands and coastal lagoons, and restoring sand to our beaches. One of our most important efforts is preserving thousands of acres of open space across the region that will benefit our communities for generations to come. Our TransNet Environmental Mitigation Program is a model for proactively protecting and conserving the environment while responsibly delivering critical transportation infrastructure.

Criminal Justice Data Services

SANDAG creates and maintains and accesses a tremendous amount of data to better understand the needs of the region. One of the many functions of this data is to help local communities and policymakers understand and manage criminal justice issues. Our Regional Criminal Justice Research and Clearinghouse work assesses and analyzes crime control programs, patterns, reduction strategies. Automated Regional Justice Information System (ARJIS) is an information sharing network used by more than 60 local, state, and federal agencies. It provides public safety personnel with access to critical criminal justice data in the field which helps solve crimes and identify offenders.

Toll Operations

SANDAG operates tolling on the I-15 Express Lanes and SR 125 Toll Road in the San Diego region using FasTrak®—the statewide toll collection system that allows customers to pay tolls electronically. We are transitioning to a new regional tolling back-office system (part of the Capital Program budget component) that will provide operational and customer service improvements and support improved communication with the public.

Transportation Services

The Sustainable Transportation Services program provides services—supported in part by TransNet—that make it easier to walk, bike, carpool, vanpool, and ride transit throughout the San Diego region. Programs include:

- Bike education ([SANDAG.org/bikeservices](https://www.sandag.org/bikeservices))
- Bike lockers ([SANDAG.org/bikeservices](https://www.sandag.org/bikeservices))
- Employer Commuter Program ([SANDAG.org/commuterprogram](https://www.sandag.org/commuterprogram))
- Guaranteed Ride Home ([SANDAG.org/grh](https://www.sandag.org/grh))
- SANDAG Vanpool Program ([SANDAG.org/vanpool](https://www.sandag.org/vanpool))

In partnership with Caltrans and the California Highway Patrol, we are committed to improving safety for stranded motorists and reducing traffic congestion in the San Diego region through free roadside assistance on major freeways and highways. The SANDAG Motorist Aid program includes the Freeway Service Patrol and Call Box programs.

Project Type Glossary



Arterial Improvement

Helps a high-traffic neighborhood street connect to a freeway more efficiently.



Bus Layover

Designated area where buses can wait between trips so drivers can take breaks, and where vehicles can be fueled, charged, or cleaned.



Circulator Route

A bus that comes frequently and stops at major local destinations in a specific area.



Highway Intersection Improvements

Improves safety, and traffic flow in places where a highway crosses a major road.



Highway Straightening

Removes curves from highways.



Interchange

Where a freeway and a major road or other freeway cross each other.



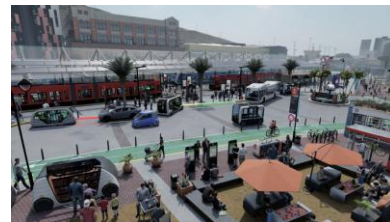
Managed Lane Connector

Ramps that connect managed lanes on different freeways.



Microtransit

On-demand public shuttle service for short trips within a neighborhood.



Mobility Hub

An area where different types of transportation connect easily (ex. public transit, bike lanes, or shuttles) to housing and commercial areas.



Purple Line

Future transit route connecting the border region to University Town Center (UTC) and Sorrento Mesa.



Rapid Bus

A bus route that gets priority in high-traffic areas to speed up trips.



Reversible Managed Lanes

A managed lane that can change traffic direction depending on the time of day or traffic conditions.



Connector

A ramp that connects one highway to another.



Direct Access Ramp (DAR)

A special highway entrance where buses, carpoolers, or people who pay a toll can directly enter managed lanes without having to merge from the right side.



Express Route

Bus routes that connect suburban areas to major urban centers that have very few stops at major destinations.



LOSSAN Improvements

Making the railway that connects San Diego to Los Angeles and San Luis Obispo safer, faster and more efficient.



Local Route

A bus route that travels around neighborhoods that are near one another.



Managed Lanes (ML)

Separated highway lanes set aside for multi-passenger transportation like buses or carpools, or for people who pay a toll.



Multimodal Corridor Improvements

Projects that make all transportation on the same route more efficient, including walking, biking, transit, trains, and/or vehicles.



Neighborhood Electric Vehicle (NEV) Service

Small, on-demand electric shuttle available for short trips in a small area (ex. FRED San Diego).



Otay Mesa East Port of Entry (OME POE)

A new U.S./Mexico border crossing.



Shoulder Widening

Project that widens pavement on the side of a freeway for safety in case of emergencies.



Train and Trolley Improvements

(ex. on the Blue, Green, or Orange Line, SPRINTER, or COASTER) Projects that make rail trips more efficient: for example, separating rail tracks from car traffic with a bridge.

SANDAG Leadership and Key Contacts:

Mario Orso, CEO mario.orso@sandag.org

Dawn Vettese, CFO dawn.vettese@sandag.org

Teddy Low, General Counsel teddy.low@sandag.org

Courtney Ruby, Independent Performance Auditor courtney.ruby@sandag.org

Ariana Galvan, Board Liaison ariana.galvan@sandag.org

The Board Liaison can assist with general SANDAG questions or requests, agenda-related inquiries, requests for briefings or background information, coordination with staff, and board meeting preparation and follow-up.

Michael Garcia, Clerk of the Board michael.garcia@sandag.org

The Clerk of the Board and his team can assist with logistical and procedural questions, including meeting materials, voting procedures, compensation, travel, and official records.