

# 2023 Board Retreat | AGENDA

**Thursday, March 9, 2023**

**Viejas Hotel**  
**5000 Willows Road**  
**Alpine, CA 91901**

The Board of Directors meeting scheduled for Thursday, March 9, 2023, will be held in person at the Viejas Hotel. Participation in the meeting will be limited to members of the Board and public that are in attendance; however, there will be limited online streaming available for viewing portions of the Retreat in the main meeting rooms via <https://youtube.com/live/hvbt3zpicAY?feature=share>.

SANDAG relies on commercial technology to broadcast the meeting. If we experience technical difficulty or you are unexpectedly disconnected from the broadcast, please close and reopen your browser and click the link to rejoin the meeting.

SANDAG staff will take all possible measures to ensure a publicly accessible experience.

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

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

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

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

**Vision Statement:** *Pursuing a brighter future for all*

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

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

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

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

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SANDAG operates its programs without regard to race, color, and national origin in compliance with Title VI of the Civil Rights Act. SANDAG has developed procedures for investigating and tracking Title VI complaints, and the procedures for filing a complaint are available to the public upon request. Questions concerning SANDAG nondiscrimination obligations or complaint procedures should be directed to the SANDAG General Counsel, John Kirk, at (619) 699-1997 or [john.kirk@sandag.org](mailto:john.kirk@sandag.org). Any person who believes they or any specific class of persons to be subjected to discrimination prohibited by Title VI also may file a written complaint with the Federal Transit Administration.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact the Clerk of the Board at [clerkoftheboard@sandag.org](mailto:clerkoftheboard@sandag.org) or at (619) 699-1985, at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900 or (619) 699-1904 (TTY), or fax (619) 699-1905 at least 72 hours in advance of the meeting.

SANDAG agenda materials can be made available in alternative languages. To make a request, call (619) 699-1900 in advance of the meeting.

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

如有需要, 我们可以把SANDAG议程材料翻译成其他语言。  
请在会议前至少 72 小时打电话 (619) 699-1900 提出请求。

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**SANDAG Notice of Non-Discrimination | Aviso de no discriminación de SANDAG** | Abiso sa Hindi Pandidiskrimina ng SANDAG | Thông cáo Không phân biệt đối xử của SANDAG | SANDAG 非歧视通知 | SANDAG: إشعار عدم التمييز

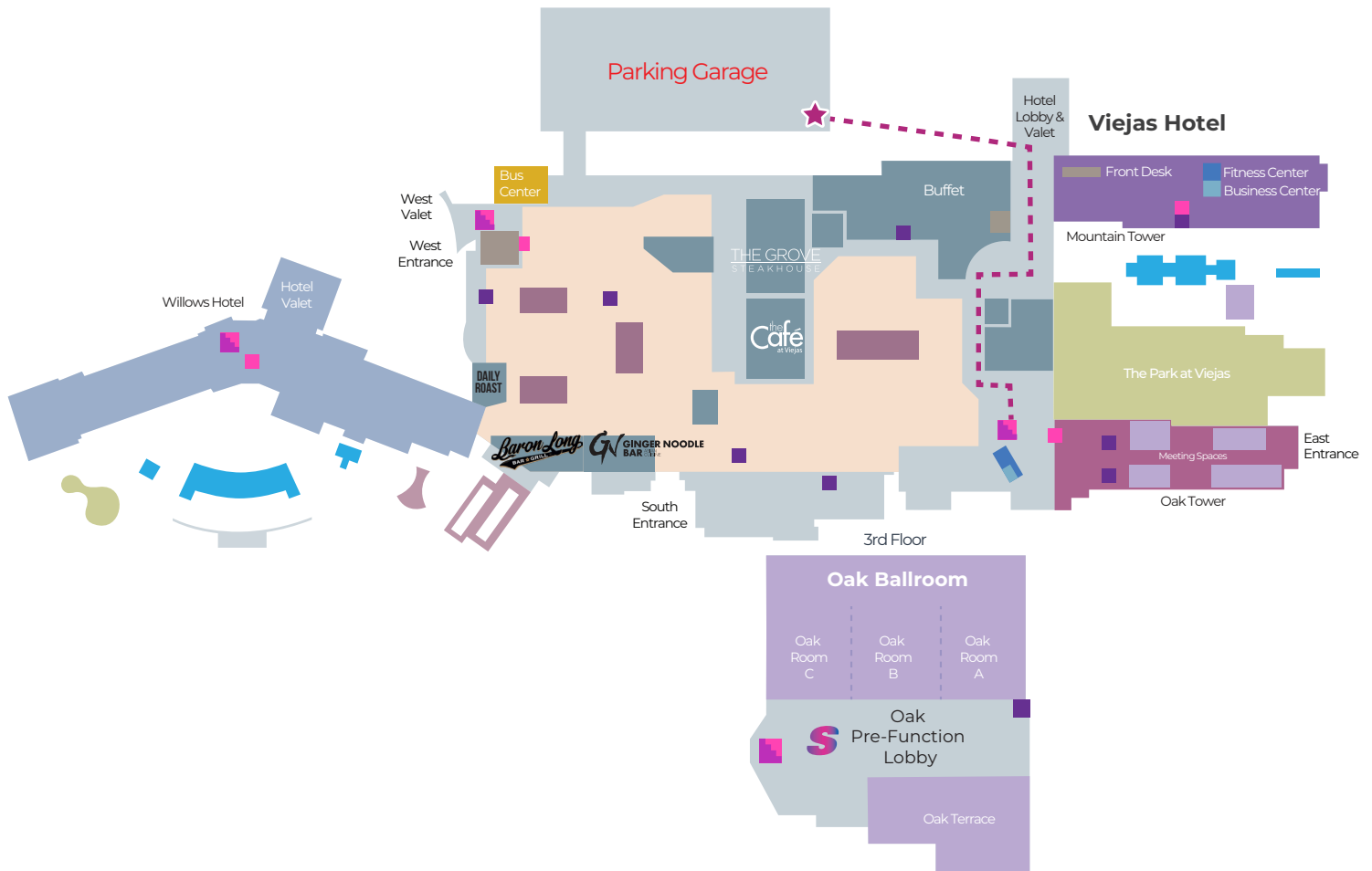
This meeting will be conducted in English, and simultaneous interpretation may be provided in Spanish if requested at least 72 hours in advance. Interpretation in additional languages will be provided upon request to [clerkoftheboard@sandag.org](mailto:clerkoftheboard@sandag.org) at least 72 business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

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

**[SANDAG.org/LanguageAssistance](https://www.sandag.org/LanguageAssistance) | (619) 699-1900**

# 2023 Board Retreat | MAP

The SANDAG 2023 Board Retreat will be held at the Viejas Hotel located off I-8 on Willows Road in Alpine, which is accessible by MTS Bus Route 838. When arriving, follow the self-parking signs to the Viejas Hotel (not Willows). Go to the second level and take the ramp from the southeast corner of the garage to the hotel lobby. After entering the building, take the escalator past the lobby to the Oak Pre-Function Lobby.



**S** Board Retreat

Viejas Hotel  
Mountain Tower  
Rooms ending in 1-34

Viejas Hotel  
Oak Tower  
Rooms ending in 51-78

Willows Hotel

Dining

Shopping

Meeting Spaces

Pools

Administration Office

Elevators

Escalators

Restrooms

Thursday,  
**March 9<sup>th</sup>**

## 2023 Board Retreat **AGENDA**

**Breakfast will be available starting at 8:00 a.m. in Oak Room C**

9:00 a.m.  
*Oak Room A*

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

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

9:30 a.m.  
*Oak Room A*

### **Item #2 – SANDAG Board of Directors Workshop\***

The Board of Directors will participate in team-building and informational sessions focused on regional priorities and cross-jurisdictional collaboration.

10:00 a.m.  
*Oak Room A*

### **How Did We Get Here? A Review of Where We've Been**

We hear a lot about what has been promised, what has been delivered, and how things used to be at SANDAG. This session will take a look back at everything from projects to legal requirements and everything in between.

10:30 a.m.  
*Oak Pre-Function  
Lobby*

### **Where Are We Going?**

We have a lot to do! Staff will get members up to speed on our current priority projects, major milestones, and decision points in 2023.

12:00 p.m.  
*Oak Room C*

### **Lunch**

1:00 p.m.  
*Oak Room B*

### **Yes, No, Maybe So**

Board members will participate in a structured activity to talk about where they can and can't work together; including on the weighted vote.

4:00 p.m.  
*Oak Room B*

### **Now What?**

Building off the day's activities, Board members will identify potential process improvements and areas of collaboration.

6:30 p.m.  
*Oak Room C*

### **Dinner**

*\* next to an agenda item indicates that the Board of Directors also is acting as the San Diego County Regional Transportation Commission for that item and compensation for the legislative body following simultaneous meetings is Board of Directors \$150, and Regional Transportation Commission \$100.*