Friday, December 19, 2014
9 a.m. to 12 noon
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• ELECTION OF 2015 SANDAG VICE CHAIR
• PROGRAM UPDATE AND PROPOSED FY 2015 PROGRAM BUDGET AMENDMENT: Rapid SERVICES AND WiFi PROJECT
• 2014 TransNet PLAN OF FINANCE UPDATE

PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING

YOU CAN LISTEN TO THE BOARD OF DIRECTORS MEETING BY VISITING OUR WEBSITE AT SANDAG.ORG

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

MISSION STATEMENT
The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus, makes strategic plans, obtains and allocates resources, plans, engineers, and builds public transit, and provides information on a broad range of topics pertinent to the region’s quality of life.

San Diego Association of Governments · 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 · Fax (619) 699-1905 · sandag.org
Welcome to SANDAG. Members of the public may speak to the Board of Directors on any item at the time the Board is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to the Clerk of the Board seated at the front table. Members of the public may address the Board on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Board of Directors may take action on any item appearing on the agenda.

Public comments regarding the agenda can be sent to SANDAG via comment@sandag.org. Please include the agenda item, your name, and your organization. Email comments should be received no later than 12 noon, two working days prior to the Board of Directors meeting. Any handouts, presentations, or other materials from the public intended for distribution at the Board of Directors meeting should be received by the Clerk of the Board no later than 12 noon, two working days prior to the meeting.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at www.sandag.org/meetings. Additionally, interested persons can sign up for e-notifications via our e-distribution list at either the SANDAG website or by sending an email request to webmaster@sandag.org.

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 SANDAG General Counsel, John Kirk, at (619) 699-1997 or john.kirk@sandag.org. Any person who believes himself or herself 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 SANDAG at (619) 699-1900 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, (619) 699-1904 (TTY), or fax (619) 699-1905.

SANDAG agenda materials can be made available in alternative languages. To make a request call (619) 699-1900 at least 72 hours 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 al menos 72 horas antes de la reunión.

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。

SANDAG offices are accessible by public transit. Phone 511 or see 511sd.com for route information.
Bicycle parking is available in the parking garage of the SANDAG offices.
<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>RECOMMENDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1.</td>
<td>APPROVE</td>
</tr>
<tr>
<td>APPROVAL OF MEETING MINUTES</td>
<td></td>
</tr>
<tr>
<td>The Board of Directors is asked to review and approve the minutes from its November 21, 2014, Board Business Meeting.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
<tr>
<td>PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS</td>
<td></td>
</tr>
<tr>
<td>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. Other public comments will be heard during the items under the heading “Reports.” Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Clerk of the Board prior to speaking. Public speakers should notify the Clerk of the Board if they have a handout for distribution to Board members. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item.</td>
<td></td>
</tr>
<tr>
<td>+3.</td>
<td>APPROVE</td>
</tr>
<tr>
<td>ACTIONS FROM POLICY ADVISORY COMMITTEES (Victoria Stackwick)</td>
<td></td>
</tr>
<tr>
<td>This item summarizes the actions taken by the Policy Advisory Committees since the last Board Business Meeting. The Board of Directors is asked to ratify the actions of the Policy Advisory Committees.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>APPROVE</td>
</tr>
<tr>
<td>APPROVAL OF PROPOSED SOLICITATIONS AND CONTRACTS (Laura Coté)*</td>
<td></td>
</tr>
<tr>
<td>The Board of Directors is asked to review and approve the proposed solicitations and contract amendment summarized in the attached reports.</td>
<td></td>
</tr>
<tr>
<td>+4A. Solicitations</td>
<td></td>
</tr>
<tr>
<td>+4B. Contract Amendment</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>APPROVE</td>
</tr>
<tr>
<td>TransNet SMART GROWTH INCENTIVE PROGRAM AND ACTIVE TRANSPORTATION GRANT PROGRAM: CALL FOR PROJECTS FOR THIRD CYCLE OF GRANT FUNDING (Carolina Gregor)*</td>
<td></td>
</tr>
<tr>
<td>The Regional Planning Committee recommends that the Board of Directors release the call for projects for the third cycle of the Smart Growth Incentive Program, and the Transportation Committee recommends that the Board of Directors release the call for projects for the third cycle of the Active Transportation Grant Program.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>ACCEPT</td>
</tr>
<tr>
<td>REGIONAL COMPLETE STREETS POLICY (Stephan Vance)*</td>
<td></td>
</tr>
<tr>
<td>Development of a regional Complete Streets policy is a commitment from the 2050 Regional Transportation Plan and its Sustainable Communities Strategy. The Board of Directors provided guidance to staff regarding the development of a draft policy at its June 13, 2014, meeting. The Regional Planning and Transportation Committees recommend that Board of Directors accept the Regional Complete Streets Policy for planning purposes.</td>
<td></td>
</tr>
</tbody>
</table>
+7. **REPORT ON MEETINGS AND EVENTS ATTENDED ON BEHALF OF SANDAG**  
(Victoria Stackwick)  
Board members will provide brief reports orally or in writing on external meetings and events attended on behalf of SANDAG since the last Board of Directors meeting.

+8. **REPORT SUMMARIZING DELEGATED ACTIONS TAKEN BY THE EXECUTIVE DIRECTOR** (André Douzdjian)*  
In accordance with various SANDAG Board Policies, this report summarizes certain delegated actions taken by the Executive Director since the last Board of Directors meeting.

**CHAIR’S REPORT**

+9. **ELECTION OF 2015 SANDAG VICE CHAIR** (San Diego Councilmember Todd Gloria, Nominating Committee Chair)*  
The Nominating Committee will make a recommendation regarding the SANDAG Vice Chair position for calendar year 2015. Additional nominations may be made by Board members at the December meeting. The Board of Directors is asked to elect the SANDAG Vice Chair for the upcoming year.

**REPORTS**

+10. **PROGRAM UPDATE AND PROPOSED FY 2015 PROGRAM BUDGET AMENDMENT: EXTENSION OF SANDAG ENERGY ROADMAP PROGRAM** (Solana Beach Mayor Lesa Heebner, Regional Planning Committee Chair; Susan Freedman)  
The California Public Utilities Commission has approved a one-year extension for many energy efficiency programs, including the SANDAG Local Government Partnership with SDG&E. The Regional Planning Committee recommends that the Board of Directors approve an amendment to the Program Budget and Overall Work Program to accept $684,594 of grant funds from SDG&E to extend the Energy Roadmap Program for an additional calendar year, allocating $180,667 for FY 2015.

+11. **PROGRAM UPDATE AND PROPOSED FY 2015 PROGRAM BUDGET AMENDMENT: Rapid SERVICES AND WiFi PROJECT** (San Diego Councilmember Todd Gloria, Transportation Committee Chair; Jennifer Williamson, April Petonak)*  
SANDAG and the Metropolitan Transit System launched three new Rapid services in 2014. The Transportation Committee recommends that the Board of Directors approve an amendment to the Program Budget and Overall Work Program to transfer $654,000 in TransNet funding to the new Rapid WiFi Project (Capital Improvement Project [CIP] No. 1201517) from CIP No. 1201509, including allocating $135,000 for FY 2015.

+12. **2014 TransNet PLAN OF FINANCE UPDATE** (San Diego Councilmember Todd Gloria, Transportation Committee Chair; Ariana zur Nieden, Marney Cox, and Richard Chavez)*  
The TransNet Plan of Finance is updated on an annual basis. The 2014 Plan of Finance continues to advance the SANDAG Early Action Program. This item summarizes the major revenues, project budget, and cash flow assumptions used in the 2014 Plan of Finance update. The Transportation Committee recommends that the Board of Directors approve the 2014 TransNet Plan of Finance update.
HEARING OF NECESSITY: ACQUISITION OF VARIOUS PARCELS LOCATED IN THE CITY OF CHULA VISTA (Bruce Schmith, Amberlynn Deaton)*

The Board of Directors is asked to: (1) receive public testimony; (2) adopt Resolution of Necessity Nos. 2015-13 and 2015-14 by a two-thirds vote, pertaining to acquisition of easements as referenced in the report; and (3) authorize staff to proceed with all condemnation filings and proceedings necessary to acquire the easement interests in the subject parcels.

CONTINUED PUBLIC COMMENTS

If the five speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.

UPCOMING MEETINGS

The next Board Policy meeting is scheduled for Friday, January 9, 2015, at 10 a.m.
The next Board Business meeting is scheduled for Friday, January 23, 2015, at 9 a.m.

ADJOURNMENT

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

Introduction

The 2050 Regional Transportation Plan and its Sustainable Communities Strategy, adopted by the SANDAG Board of Directors in October 2011, calls for the development of a comprehensive Regional Complete Streets Policy. Over the past two years, staff has been working with the relevant SANDAG working groups to develop an understanding of what role SANDAG can play in supporting Complete Streets in the San Diego region. As part of that process, SANDAG developed a Complete Streets discussion paper that was used to engage stakeholders at local agencies and the public on this topic. The paper also was presented to the SANDAG Board of Directors in June 2014.

Based on the feedback received from stakeholders, and on the direction provided by the Board of Directors, staff drafted a Regional Complete Streets Policy (Attachment 1). The proposed policy defines Complete Streets as it relates to SANDAG in its role as an implementer of transportation projects in the region, and as the regional planning agency that programs transportation funds, sets long-range regional transportation policy, and provides technical assistance and support to local agencies. The draft policy has been reviewed by, and reflects the comments of, the SANDAG Active Transportation Working Group and the San Diego Regional Traffic Engineers Council. It also has been reviewed and supported by the Regional Planning Technical Working Group and the Cities/County Transportation Advisory Committee. With the proposed modifications by the Regional Planning Committee (discussed below), the Regional Planning and Transportation Committees recommend that the Board accept the policy.

Discussion

The draft Regional Complete Streets Policy includes an introduction and seven sections, each briefly described below.

Introduction - The policy recognizes the importance of supporting the regional policy framework for smart growth and sustainability and applies to all users and uses of the transportation system as is appropriate in each context.

Recommendation

The Regional Planning and Transportation Committees recommend that Board of Directors accept the Regional Complete Streets Policy, included as Attachment 1 to this report, for planning purposes.
Policy Statement - This statement establishes the goal of a safe and balanced multimodal system that SANDAG will achieve through its project development process and through incentives and assistance to local agencies.

Applicability - The policy applies to all phases of all projects developed by SANDAG, and to the administration of the TransNet Ordinance routine accommodation provision. Implementing the policy also means supporting and encouraging local General Plans that commit to Complete Streets principles or the adoption of stand-alone polices.

Design Practices and Context Sensitivity - This section encourages a flexible approach to street design that responds to its context and utilizes innovative design solutions when necessary to meet everyone’s needs.

Regional Network Principles - Effective Complete Streets policies provide an interconnected network of travel options that enables people traveling by all modes to comfortably and conveniently reach their destinations. The draft policy establishes a commitment by SANDAG to achieve this objective, taking into account both current and projected demand.

Performance Measures - Measuring outcomes is an important step to determine effectiveness. The draft policy proposes performance measures and objectives that will enable the evaluation of the policy’s results.

Exceptions - The policy recognizes that there are circumstances where accommodating all modes of travel is prohibited, unjustifiably expensive, or unwarranted. The draft policy describes those circumstances in general terms and establishes a process for approving exceptions.

Implementation - The draft policy includes eight implementation items that will guide the actions of SANDAG staff, ensure coordination with local and state agency Complete Streets efforts, provide training in Complete Streets practices, and establish a monitoring process.

In response to public comment on the draft policy, the Regional Planning Committee recommended that the proposed actions in the implementation section of the policy that are not on-going include specific timelines for completion, and that a progress report be provided after one year. The proposed policy in Attachment 1 includes completion dates for all the appropriate items, and a requirement has been added for a report on implementation one year after the policy is approved. The Transportation Committee concurred with these changes and recommends that the Board of Directors accept this item.

Next Steps

With acceptance by the Board of Directors, the policy will be incorporated into San Diego Forward: The Regional Plan as an appendix, and staff will begin work on the implementation items identified in the policy. Where necessary, resources may be proposed in the FY 2016 Program Budget and Overall Work Program to complete these tasks. Many of the implementation items could be completed within 9 to 12 months (Items 7.1 – 7.4 and 7.8 in the Implementation section of the Regional Complete Streets Policy, Attachment 1); but some, such as staff training, would be on-going as needed to ensure that staff is trained in the state of the practice. Implementation will include collaboration with local agency staff where the policy directs development of tools to assist local agencies. A report on implementation will be provided after one year. In addition, the
performance measures in the policy provide the basis for periodic reviews of the policy as necessary to ensure it continues to meet Board objectives.

GARY L. GALLEGOS
Executive Director

Attachment: 1. Regional Complete Streets Policy

Key Staff Contact: Stephan Vance, (619) 699-1924, stephan.vance@sandag.org
REGIONAL COMPLETE STREETS POLICY

Purpose
SANDAG guides regional planning via a policy framework based on smart growth and sustainability. Under this framework, much of the region’s future development will occur within the existing urbanized area and in compact, mixed-use neighborhoods that provide a variety of housing and transportation choices and help create healthier communities. Complete Streets is an important planning concept in this policy framework because it is a process for ensuring the transportation system is safe, useful and attractive for all users of the transportation network – motorists, pedestrians, bicyclists, transit users, and the movement of freight alike. Complete Streets provides valuable flexibility in street design so that the transportation system is appropriate for the current and planned built environment context.

1. Policy Statement
SANDAG seeks to fulfill the regional goal of a safe, balanced, multimodal transportation system that supports compact and sustainable development by adopting a Complete Streets approach in its project development and implementation processes, and by assisting and encouraging local jurisdictions to follow Complete Streets policies and practices. In this way, everyone will be able to safely travel along and across streets and railways to reach destinations within the region, regardless of age, ability, or mode of travel.

2. Applicability
Applicable principles in this Complete Streets Policy should be incorporated into the development of all SANDAG transportation infrastructure projects across the region at all phases of development, including planning and land use decisions, scoping, design, implementation, and performance monitoring. SANDAG will incorporate Complete Streets principles into the development process for all projects in its Capital Improvement Program as appropriate for the project type.

In addition SANDAG supports and encourages Complete Streets implementation by other entities throughout the region. Local jurisdictions, as required by the California Complete Streets Act of 2008, will incorporate Complete Streets into their general plans as they revise their circulation elements. SANDAG encourages local agencies to implement Complete Streets principles if a circulation element revision is not planned in the near future. Adopting a Complete Streets approach provides an opportunity to establish more detailed direction on Complete Streets implementation than would be provided in the context of a general plan. SANDAG also encourages and supports Complete Streets methodologies in the design and construction of all projects in the region developed by the California Department of Transportation (Caltrans) as appropriate consistent with Deputy Directive 64-R1, and in the maintenance and operation of all state highway and public transit facilities.

Section 4(E)(3) of the TransNet Extension Ordinance requires all projects constructed under the Ordinance to routinely accommodate pedestrian and bicyclists. Rule #21 of SANDAG Board Policy No. 031 provides guidance for the implementation of that requirement. SANDAG will periodically evaluate the effectiveness of Rule #21 to ensure compliance with this provision and to ensure that the rule reflects current best practices in Complete Streets implementation.

1 The policy will apply to all new projects and projects still in the planning phase at the time the policy is adopted.
3. Design Practices and Context Sensitivity

While every street should be planned, designed, built, operated, and maintained for all foreseeable users, there is no singular design standard for Complete Streets and few streets will have separate accommodations for every mode. Projects should be planned and designed to consider current and planned adjacent land uses and local transportation needs, and to incorporate the latest and best practice design guidance. Each project must be considered both separately and as part of a connected network to determine the level and type of treatment necessary for all foreseeable users.

In order to provide context sensitive solutions that respond to public input and the need to serve a variety of users, a flexible, balanced approach to project design that utilizes innovative design solutions may be considered provided that an adequate level of safety for all users is ensured. SANDAG will compile a library of best practice design guidance to facilitate this and make it available on its website.

SANDAG encourages local governments and Caltrans to coordinate Complete Streets implementation with broader livable communities planning and integration of land use with transportation. SANDAG will coordinate educational opportunities for jurisdictional technical staff on current design standards and will encourage and support the use of modern best practices in Complete Streets design.

4. Regional Network Principles

A well-connected network provides safe and convenient transitions from one mode of transportation to another, from one jurisdiction to another and from one type of infrastructure to another. A well-connected network also provides more route choices that can disperse traffic across the network, provides alternatives when priority is given to a particular mode along one route, and that provides route alternatives when a link in the network is obstructed. SANDAG will endeavor to provide a continuous, uninterrupted network accessible to all users and modes. A well-connected network considers connectivity throughout the lifespan of a transportation project and takes into account the needs of both current and projected users.

5. Exceptions

All transportation projects constructed or reconstructed should be planned, designed, and constructed for all foreseeable users. For some projects, however, an exception to this standard may be warranted. For projects developed by SANDAG, project managers may propose an exception with supporting data to indicate the basis for the request. The request for an exception will be reviewed by the project manager’s department director before inclusion and/or the next update of the project in the Regional Transportation Improvement Program (RTIP). Exceptions may be appropriate in the following cases:

1. Where specific modes of travel are prohibited by law. In such cases, efforts should be made to accommodate travel by prohibited modes elsewhere, as appropriate for each mode, to ensure network connectivity. Where a proposed project for a limited access facility would cross a major barrier (such as a river, railroad, or highway), consideration should be given to the opportunity to include access across the barrier for otherwise limited modes.

2. Where the cost of providing facilities for all travelers, especially pedestrians and bicyclists, would be excessively disproportionate to the need or likely use. Federal guidance defines this as exceeding 20 percent of the total project costs; however, this exception should also be context-sensitive. Where demand is high or a barrier is significant, a cost in excess of 20 percent may be warranted, but where demand is low, 20 percent may not. This exception must consider probable use through the life of the project, a minimum of 20 years.
3. Where approved or adopted plans or policies (such as local land use, zoning, or mobility planning) or present and anticipated market conditions indicate an absence of need for both current and future conditions of the anticipated project’s life (a minimum of 20 years for roadways and 50 years for bridges).

4. Where unmitigable detrimental environmental impacts outweigh the need for full accommodation of all travel modes. In making this determination, the needs of all modes will be considered, with priorities determined based on the project context. Exceptions that are recommended for approval will be reported to the Transportation Committee through the RTIP process where a member of the public may present opposition to that recommendation during public comment or in writing in advance of the meeting at which the exception recommendation is included. Exceptions should not be common.

All state, regional, and local agency projects included in the SANDAG programming document known as the Regional Transportation Improvement Program (RTIP) should be subject to applicable Complete Streets principles. SANDAG encourages each entity submitting projects to the RTIP to implement a process that allows for public participation and comment on whether those projects follow Complete Streets principles.

6. Performance measures

SANDAG will evaluate the outcomes of this Complete Streets Policy in concert with regional performance measures, such as those developed for the Regional Comprehensive Plan and future long-range transportation plans. The policy will be subject to a biennial review of objective measures presented to the Transportation Committee for the committee to use in evaluating the effectiveness of the policy. These measures and their objectives include:

6.1 An increase in the number of projects that include multimodal connections to destinations by providing bicycle and pedestrian facilities, crossing improvements, traffic calming measures, wayfinding signs or other measures;

6.2 An increase in the miles of new and upgraded bikeways and walkways in the region, and other improvements that improve access for biking, walking and transit or improve monitoring of those modes;

6.3 An increase in member jurisdictions that have adopted this Complete Streets Policy or their own separate policies incorporating Complete Streets principles, or that have revised the circulation element of their general plans in compliance with the California Complete Streets Act;

6.4 The number of staff members from SANDAG and local jurisdictions and other transportation agencies participating in training and events that reflect best practices in Complete Streets planning and design; and

6.5 Progress in accomplishing activities identified in the “Implementation” section below.
7. Implementation

In addition to the measures described above in this policy, SANDAG will take the following actions in collaboration with member agencies and other affected agencies:

7.1 All projects developed by SANDAG are opportunities to improve access and mobility for all modes. Toward that end, SANDAG will create a project development checklist to ensure all projects implemented by SANDAG consider local mobility plans and accommodate the needs of all travel modes and the movement of goods to the extent appropriate. Use of the checklist will include coordination between departments and consultation with staff for all modes through participation on the project development team. (Estimated time to complete, nine months from adoption of the policy.)

7.2 Develop a process for coordinating the development of regional projects with local agency Complete Streets initiatives and include in that process a protocol for evaluating cost sharing opportunities. (Estimated time to complete, one year.)

7.3 Develop a project development checklist template that local agencies can use to ensure local projects result in Complete Streets. (Estimated time to complete, nine months.)

7.4 Collaborate with local jurisdiction, Caltrans, and transit operators to develop a regional database and mapping tool to facilitate coordinated development of local and regional Complete Streets plans. (Estimated time to complete, one year.)

7.5 Provide opportunities for SANDAG staff and staff from member agencies, Caltrans and transit operators to participate in trainings, workshops, and other educational events related to Complete Streets procedures and practices, including but not limited to transportation safety, multimodal network planning, context-sensitive design, connecting transportation and land use decisions, and evaluating projects and the impact of transportation investments. This will be an ongoing activity to ensure practitioners are well informed about state of the art practices.

7.6 Develop tools and reference materials as needed, such as guidance on best practices and innovation in street design, parking management strategies, storm water best practices, incorporating bicycle and pedestrian access to transit stops and stations, traffic impact studies, and public engagement tools. SANDAG will make these tools available to other entities on its website.

7.7 Continue work on related initiatives that support multimodal connections, including the Safe Routes to School and Safe Routes to Transit programs.

7.8 Develop a benchmarking process for SANDAG project managers to use as a tool for monitoring implementation of this Policy. (Estimated time to complete, 9 months.)

7.9 Provide a report to the Board of Directors on the implementation of this policy within one year of its adoption.