To reach out to community members who have traditionally been underserved and underrepresented in the planning process, SANDAG partnered with 12 Community Based Organizations from around the region. These organizations have created programs to engage stakeholders from low-income communities, limited-English speaking populations, the disabled community, and seniors to ensure that their voices are heard and that the 2021 Regional Plan is socially equitable.

**Alliance for Regional Solutions (ARS)** – ARS includes over 50 nonprofit organizations throughout North County, eight North County cities and the county. Member organizations are very diverse, including educational entities, healthcare providers, social service agencies, government agencies, and philanthropic bodies and work with almost every community of concern, serving thousands of individuals and families dependent on this network of support. The mission of ARS is to bring stakeholders to coordinate and advocate for innovative, real solutions to existing and emerging community needs. The ARS is a recognized leader in building community commitment and investment to create a safe, thriving, and resilient North County for all.

**Areas of Influence:** Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, Poway, San Marcos, Vista, Solana Beach; and unincorporated areas of San Diego County north of State Route 56

**Languages:** English, Spanish

**Web:** regionalsolutions.net

**Contact:** Craig Jones, allianceSANDAG@gmail.com or (858) 354-1785