



401 B Street, Suite 800  
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# MEETING NOTICE AND AGENDA

MEMBER AGENCIES

Cities of  
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 Chula Vista  
 Coronado  
 Del Mar  
 El Cajon  
 Encinitas  
 Escondido  
 Imperial Beach  
 La Mesa  
 Lemon Grove  
 National City  
 Oceanside  
 Poway  
 San Diego  
 San Marcos  
 Santee  
 Solana Beach  
 Vista  
 and  
 County of San Diego

ADVISORY MEMBERS

Imperial County  
 California Department  
 of Transportation  
 Metropolitan  
 Transit System  
 North County  
 Transit District  
 United States  
 Department of Defense  
 San Diego  
 Unified Port District  
 San Diego County  
 Water Authority  
 Southern California  
 Tribal Chairmen's Association  
 Mexico

## SELECTION COMMITTEE FOR THE *TransNet* INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE (ITOC)

The Selection Committee may take action on any item appearing on this agenda.

Friday, March 27, 2009

8:00 a.m. (immediately prior to the Board of Directors Meeting)

SANDAG, Conference Room 8A  
 401 B Street, Suite 800  
 San Diego, CA 92101-4231

Staff Contact: Charles "Muggs" Stoll  
 (619) 699-6945  
 mst@sandag.org

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Welcome to SANDAG. Members of the public may speak to the *TransNet* Independent Taxpayer Oversight Committee (ITOC) members on any item at the time the ITOC is considering the item. Also, members of the public are invited to address the ITOC on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Speakers are limited to three minutes. The ITOC may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at [www.sandag.org](http://www.sandag.org) under Meetings on SANDAG's Web site. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form also available on the Web site. E-mail comments should be received no later than noon, two working days prior to the ITOC meeting.

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# SELECTION COMMITTEE FOR THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

Friday, March 27, 2009

ITEM #		RECOMMENDATION
1.	SELECTION OF A CHAIR  The Selection Committee should select a chairperson for purposes of conducting the meeting.	APPROVE
2.	PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS  Members of the public will have the opportunity to address the Selection Committee on any issue within the jurisdiction of the Committee. Speakers are limited to three minutes each and shall reserve time by completing a "Request to Speak" form and giving it to the Clerk prior to speaking. Committee members may also provide information and announcements under this agenda item.	INFORMATION
+3.	REVIEW OF THE ITOC MEMBER SELECTION PROCESS  SANDAG staff will summarize the process established in the <i>TransNet</i> Extension Ordinance for selecting the ITOC members.	INFORMATION
+4.	SELECTION OF THE ITOC MEMBERS  The Selection Committee is to approve the selection of ITOC members for the three expiring positions.	APPROVE
5.	OTHER ISSUES  The Selection Committee may consider other issues under its jurisdiction.	DISCUSSION/ POSSIBLE ACTION
6.	ADJOURNMENT	



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March 19, 2009

File Number 11102

TO: *TransNet* Independent Taxpayer Oversight Committee  
Selection Committee: Mayor Jerry Sanders, Supervisor Bill Horn,  
Supervisor Pam Slater-Price, Mayor Lori Holt-Pfeiler,  
Mayor Bud Lewis, Mayor Art Madrid, and Mayor Cheryl Cox

FROM: Charles "Muggs" Stoll, SANDAG *TransNet* Program Manager

SUBJECT: Selection of New ITOC Members

MEMBER AGENCIES

Cities of  
Carlsbad  
Chula Vista  
Coronado  
Del Mar  
El Cajon  
Encinitas  
Escondido  
Imperial Beach  
La Mesa  
Lemon Grove  
National City  
Oceanside  
Poway  
San Diego  
San Marcos  
Santee  
Solana Beach  
Vista  
and  
County of San Diego

ADVISORY MEMBERS

Imperial County  
California Department  
of Transportation  
Metropolitan  
Transit System  
North County  
Transit District  
United States  
Department of Defense  
San Diego  
Unified Port District  
San Diego County  
Water Authority  
Southern California  
Tribal Chairmen's Association  
Mexico

Three of the current members on the *TransNet* Independent Taxpayer Oversight Committee (ITOC) have terms that will expire in May 2009. Therefore, a meeting of the Selection Committee is being held to select a new ITOC member to fill those positions.

As background, the *TransNet* Extension Ordinance and Expenditure Plan language regarding the ITOC has been provided as Attachment 1. This attachment includes the basic description of the roles and responsibilities of the ITOC, as well as the roles of the Screening and Selection Committees in the selection process for the ITOC members.

As prescribed in the *TransNet* Ordinance language, the ITOC members are to be selected to serve in one of seven professional categories. The positions to be filled are in the following categories:

- A professional in the field of municipal/public finance and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector.
- A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
- A professional with demonstrated experience of ten years or more in the management of large-scale construction projects.

Although the *TransNet* Ordinance includes provisions for a Screening Committee to short-list applications, at the conclusion of the application period only one qualified application was received for each of the three categories. Therefore, a Screening Committee was not utilized and the ITOC membership application materials for the candidates have been included as Attachment 2 for the Selection Committee's consideration.

The Selection Committee's role is to approve and/or make the final selection from the candidates. If the Selection Committee is unable to reach agreement on a candidate, then an additional advertisement could be made, as there were no other applications received as a result of the advertisement.

A meeting of the Selection Committee has been set for Friday March 27, 2009, at 8 a.m., immediately prior to the SANDAG Board of Directors business meeting. The meeting will be held at the SANDAG offices to select a candidate for the vacant ITOC positions. If you have any questions prior to the meeting, please feel free to contact me at (619) 699-6945 or by e-mail at [mst@sandag.org](mailto:mst@sandag.org).

CMS/mwo

Attachments: 1. Excerpts from *TransNet Extension Ordinance* and Expenditure Plan  
2. ITOC Membership Opportunity Public Notice

[Excerpt from *TransNet Extension* Ordinance and Expenditure Plan]

**STATEMENT OF UNDERSTANDING REGARDING THE IMPLEMENTATION OF THE  
INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE  
FOR THE *TransNet* PROGRAM**

**Purpose of the ITOC**

The Independent Taxpayer Oversight Committee (ITOC) is intended to provide an increased level of accountability for expenditures made under the *TransNet Extension*, in addition to the independent annual fiscal and compliance audits required under the existing *TransNet* program. The ITOC should function in an independent, open and transparent manner to ensure that all voter mandates are carried out as required in the Ordinance and Expenditure Plan, and to develop positive, constructive recommendations for improvements and enhancements to the financial integrity and performance of the *TransNet* program.

**Intent of the ITOC as a Functional Partner to SANDAG**

The *TransNet* Ordinance contains a summary of the ITOC's role and responsibilities consistent with the above Purpose. In this document, additional and supplementary details with regard to the ITOC are delineated. These pertain to the process for selecting members of ITOC, terms and conditions governing membership, responsibilities, funding and administration, and conflict of interest provisions.

It is noteworthy that these details have been developed in a cooperative process between SANDAG and representatives of the San Diego County Taxpayers Association, and with the involvement of other transportation professionals within the region. This document is understood to provide the basis for describing how the ITOC will function once the Ordinance is approved.

In addition to the details outlined in this document the intent that provides the foundation for the desired partnership between ITOC and SANDAG, as viewed by the principal authors, is summarized as follows:

- Resource—it is the intent that the ITOC will serve as an independent resource to assist in SANDAG's implementation of *TransNet* projects and programs. The Committee's membership is designed to provide to SANDAG a group of professionals who, collectively, can offer SANDAG the benefit of their experience to advance the timely and efficient implementation of *TransNet* projects and programs. The ITOC will work in a public way to ensure all deliberations are conducted in an open manner. Regular reports from the ITOC to the SANDAG Board of Directors (or policy committees) are expected with regard to program and project delivery, and overall performance.
- Productive—it is the intent that the ITOC will rely upon data and processes available at SANDAG, studies initiated by the ITOC, and other relevant data generated by reputable sources. It is understood, however, that SANDAG will be continuously striving to improve the reliability of data and to update analytical and modeling processes to be consistent with the state-of-the-art, and that the ITOC will be kept abreast of any such efforts, and invited to participate in development of such updates in a review capacity.

- Cost-efficient—it is the intent that the ITOC will not add cost burden to SANDAG's implementation of the TransNet program and projects. Rather, through a cooperative and productive working relationship between ITOC and the SANDAG implementation team, it is the objective that costs will be saved.
- Flexible—it is the intent that the ITOC will assist SANDAG to be opportunistic to take advantage of changing situations in the future with regard to technologies and transportation developments. Therefore, the provisions contained below are viewed through 2048 based upon a 2004 perspective and are not meant to be unduly restrictive on ITOC's and SANDAG's roles and responsibilities.

### **Membership and Selection Process**

1. Membership: There shall be seven ITOC voting members with the characteristics described below. The intent is to have one member representing each of the specified areas of expertise. If, however, after a good faith effort, qualified individuals have not been identified for one or more of the areas of expertise, then no more than two members from one or more of the remaining areas of expertise may be selected. For each of the areas of expertise listed below, an individual representing one of the region's colleges or universities with a comparable level of academic experience also would be eligible for consideration.
  - A professional in the field of municipal/public finance and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector.
  - A licensed architect, civil engineer or traffic engineer with demonstrated experience of ten years or more in the fields of transportation and/or urban design in government or the private sector.
  - A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
  - A professional with demonstrated experience of ten years or more in the management of large-scale construction projects.
  - A licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years experience in a relevant and senior decision making position in the government or private sector.
  - The chief executive officer or person in a similar senior-level decision making position, of a major private sector employer with demonstrated experience in leading a large organization.
  - A professional in biology or environmental science with demonstrated experience of ten years or more with environmental regulations and major project mitigation requirements and/or habitat acquisition and management.
  - Ex-Officio Members: SANDAG Executive Director and the San Diego County Auditor

The criteria established for the voting members of the ITOC are intended to provide the skills and experience needed for the ITOC to carry out its responsibilities and to play a valuable and constructive role in the ongoing improvement and enhancement of the *TransNet* program.

Applications will be requested from individuals interested in serving on the ITOC through an open, publicly noticed solicitation process.

2. **Technical Screening Committee:** A technical screening committee will be established to review applications received from interested individuals. This committee will consist of three members selected by the SANDAG Executive Director from high-level professional staff of local, regional, state, or federal transportation agencies outside of the San Diego region, or from one of the region's colleges or universities in a transportation-related field, or a combination thereof. The committee will develop a list of candidates determined to be qualified to serve on the ITOC based on the criteria established for the open position(s) on the ITOC. The technical screening committee will recommend two candidates for each open position from the list of qualified candidates for consideration by the Selection Committee. The recommendations shall be made within 30 days of the noticed closing date for applications.

3. **Selection Committee:** A selection committee shall be established to select the ITOC members from the list of qualified candidates recommended by the technical screening committee. The selection committee shall consist of the following:

- Two members of the County of San Diego Board of Supervisors
- The Mayor of the City of San Diego
- A mayor from the Cities of Chula Vista, Coronado, Imperial Beach, or National City selected by the mayors of those cities.
- A mayor from the Cities of El Cajon, La Mesa, Lemon Grove, or Santee selected by the mayors of those cities.
- A mayor from the Cities of Carlsbad, Del Mar, Encinitas, Oceanside, or Solana Beach selected by the mayors of those cities.
- A mayor from the Cities of Escondido, Poway, San Marcos, or Vista selected by the mayors of those cities.

The selection of ITOC members shall be made within 30 days of the receipt of recommendations from the technical screening committee. All meetings of the selection committee shall be publicly noticed and conducted in full compliance with the requirements of the Brown Act. Should the selection committee be unable to reach agreement on a candidate from the qualified candidates recommended by the technical screening committee, the selection committee shall request the technical screening committee to recommend two additional qualified candidates for consideration.

#### **Terms and Conditions for ITOC members**

- ITOC members shall serve a term of four years, except that initial appointments may be staggered with terms of two to four years.
- ITOC members shall serve without compensation except for direct expenses related to the work of the ITOC.
- In no case shall any member serve more than eight years on the ITOC.

- If and when vacancies in the membership of the ITOC occur, the same selection process as outlined above shall be followed to select a replacement to fill the remainder of the term. At the completion of a term, eligible incumbent members will need to apply for reappointment for another term.
- Term limits for ITOC members should be staggered to prevent significant turnover at any one time. The initial appointment process should be based on this staggered term limit concept.

### **ITOC Responsibilities**

The ITOC shall have the following responsibilities:

1. Conduct an annual fiscal and compliance audit of all TransNet-funded activities using the services of an independent fiscal auditor to assure compliance with the voter-approved Ordinance and Expenditure Plan. This annual audit will cover all recipients of TransNet funds during the fiscal year and will evaluate compliance with the maintenance of effort requirement and any other applicable requirements. The audits will identify expenditures made for each project in the prior fiscal year and will include the accumulated expenses and revenues for ongoing, multi-year projects.
2. Prepare an annual report to the SANDAG Board of Directors presenting the results of the annual audit process. The report should include an assessment of the consistency of the expenditures of *TransNet* funds with the Ordinance and Expenditure Plan and any recommendations for improving the financial operation and integrity of the program for consideration by the SANDAG Board of Directors. This consistency evaluation will include a review of expenditures by project type for each local jurisdiction. The ITOC shall share the initial findings of the independent fiscal audits and its recommendations with the SANDAG Transportation Committee 60 days prior to their release to resolve inconsistencies and technical issues related to the ITOC's draft report and recommendations. Once this review has taken place, the ITOC shall make any final amendments it deems appropriate to its report and recommendations, and adopt its report for submission directly to the SANDAG Board of Directors and the public. The ITOC shall strive to be as objective and accurate as possible in whatever final report it adopts. Upon completion by the ITOC, the report shall be presented to the SANDAG Board of Directors at its next regular meeting and shall be made available to the public.
3. Conduct triennial performance audits of SANDAG and other agencies involved in the implementation of TransNet-funded projects and programs to review project delivery, cost control, schedule adherence and related activities. The review should include consideration of changes to contracting, construction, permitting and related processes that could improve the efficiency and effectiveness of the expenditure of TransNet revenues. These performance audits shall be conducted using the services of an independent performance auditor and should include a review of the ITOC's performance. A draft of the ITOC's report and recommendations regarding the performance audits shall be made available to the SANDAG Transportation Committee at least 60 days before its final adoption by the ITOC to resolve inconsistencies and technical issues related to the ITOC's draft report and recommendations. Once this review has taken place, the ITOC shall make any final amendments it deems appropriate to its report and related recommendations, and adopt its report for presentation directly to the SANDAG Board of Directors and the public. The ITOC shall strive to be as

objective and constructive as possible in the text and presentation of the performance audits. Upon completion by the ITOC, the report shall be presented to the SANDAG Board of Directors at its next regular meeting and shall be made available to the public.

4. Provide recommendations to the SANDAG Board of Directors regarding any proposed amendments to the Ordinance and Expenditure Plan.
5. Provide recommendations as part of the 10-year review process. This process provides an opportunity to undertake a comprehensive review of the TransNet program every 10 years and to make recommendations for improving the program over the subsequent 10 years. This review process should take into consideration the results of the TransNet-funded improvements as compared to the performance standards established through the Regional Transportation Plan and the Regional Comprehensive Plan.
6. Participate in the ongoing refinement of SANDAG's transportation system performance measurement process and the project evaluation criteria used in development of the Regional Transportation Plan (RTP) and in prioritizing projects for funding in the Regional Transportation Improvement Program. The focus of this effort will be on TransNet-funded projects. Based on the periodic updates to the RTP, as required by state and federal law, the oversight committee shall develop a report to the SANDAG Transportation Committee, the SANDAG Board of Directors and the public providing recommendations for possible improvements and modifications to the TransNet program.
7. On an annual basis, review ongoing SANDAG system performance evaluations, including SANDAG's "State of the Commute" report, and provide an independent analysis of information included in that report. This evaluation process is expected to include such factors as level of service measurements by roadway segment and by time of day, throughput in major travel corridors, and travel time comparisons by mode between major trip origins and destinations. Such information will be used as a tool in the RTP development process.
8. Review and comment on the programming of *TransNet* revenues in the Regional Transportation Improvement Program (RTIP). This provides an opportunity for the ITOC to raise concerns regarding the eligibility of projects proposed for funding before any expenditures are made. In addition to a general eligibility review, this effort should focus on significant cost increases and/or scope changes on the major corridor projects identified in the Ordinance and Expenditure Plan.
9. Review proposed debt financings to ensure that the benefits of the proposed financing for accelerating project delivery, avoiding future cost escalation, and related factors exceed issuance and interest costs.
10. Review the major Congestion Relief projects identified in the Ordinance for performance in terms of cost control and schedule adherence on a quarterly basis.

In carrying out its responsibilities, the ITOC shall conduct its reviews in such a manner that does not cause unnecessary project delays, while providing sufficient time to ensure that adequate analysis can be completed to allow the ITOC to make objective recommendations and to provide the public with information about the implementation of the *TransNet* program.

## **ITOC Funding and Administration**

1. All costs incurred in administering the activities of the ITOC, including related fiscal and performance audit costs, shall be paid annually from the proceeds of the *TransNet* sales tax. The funds made available to the ITOC shall not exceed \$250,000 annually, as adjusted for inflation annually for the duration of the program. Any funds not utilized in one fiscal year shall remain available for expenditure in subsequent years as part of the annual budget process.
2. The expenditures of the ITOC shall be audited annually as part of the same fiscal audit process used for all other *TransNet*-funded activities.
3. The process for selecting the initial ITOC members shall be started no later than April 1 of the year following the passage of the Ordinance by the voters. Because the funding for this activity would not be available until Fiscal Year 2008-09, the ITOC activities during the initial transition period will be phased in to the extent possible within the budget constraints of the one percent administrative cap under the current *TransNet* Ordinance. Given the forty-year duration of the *TransNet* tax extension, the ITOC shall continue as long as funds from the current authorization remain available.
4. An annual ITOC operating budget shall be prepared and submitted to the SANDAG Board of Directors for its approval 90 days prior to the beginning of each fiscal year.
5. All ITOC meetings shall be public meetings conducted in full compliance with the Brown Act. The ITOC will meet on a regular basis, at least quarterly, to carry out its roles and responsibilities.
6. SANDAG Directors and staff will fully cooperate with and provide necessary support to the ITOC to ensure that it successfully carries out its duties and obligations, but should limit involvement to the provision of information required by the ITOC to ensure the independence of the ITOC as it carries out its review of the *TransNet* program and develops its recommendations for improvements.
7. ITOC members and their designated auditors shall have full and timely access to all public documents, records and data with respect to all *TransNet* funds and expenditures.
8. All consultants hired by the ITOC shall be selected on an open and competitive basis with solicitation of proposals from the widest possible number of qualified firms as prescribed by SANDAG's procedures for procurement. The scope of work of all such consultant work shall be adopted by the ITOC prior to any such solicitation.
9. SANDAG shall provide meeting space, supplies and incidental materials adequate for the ITOC to carry out its responsibilities and conduct its affairs. Such administrative support shall not be charged against the funds set aside for the administration of the ITOC provided under No. 1 above.

**Conflict of Interest**

The ITOC shall be subject to SANDAG's conflict of interest policies. ITOC members shall have no legal action pending against SANDAG and are prohibited from acting in any commercial activity directly or indirectly involving SANDAG, such as being a consultant to SANDAG or to any party with pending legal actions against SANDAG during their tenure on the ITOC. ITOC members shall not have direct commercial interest or employment with any public or private entity, which receives *TransNet* sales tax funds authorized by this Ordinance.



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 National City  
 Oceanside  
 Poway  
 San Diego  
 San Marcos  
 Santee  
 Solana Beach  
 Vista  
 and  
 County of San Diego

## ADVISORY MEMBERS

Imperial County  
 California Department  
 of Transportation  
 Metropolitan  
 Transit System  
 North County  
 Transit District  
 United States  
 Department of Defense  
 San Diego  
 Unified Port District  
 San Diego County  
 Water Authority  
 Southern California  
 Tribal Chairmen's Association  
 Mexico

The *TransNet* Independent Taxpayer Oversight Committee (ITOC) is seeking qualified members of the public to fill three positions that expire in May 2009 on its seven-member committee in the following categories:

- A professional in the field of municipal/public finance and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector,
- A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition, and
- A professional with demonstrated experience of ten years or more in the management of large-scale construction projects.

ITOC aids in the implementation of the \$14 billion *TransNet* program, the San Diego region's half-cent sales tax for transportation improvements. The *TransNet* program is administered by SANDAG.

As outlined in the *TransNet* Ordinance and Expenditure Plan, ITOC provides an increased level of accountability for expenditures. ITOC members are unpaid, but certain expenses are reimbursed. Due to their public service status, ITOC members must meet strict conflict of interest standards. ITOC functions in an independent, open, and transparent manner to ensure that all voter mandates are carried out; and develops positive, constructive recommendations for improvements and enhancements to the financial integrity and performance of the *TransNet* program. ITOC membership is open to individuals from throughout the region who possess a set of appropriate professional skills and experience.

More detailed information regarding the ITOC and its responsibilities can be found at [www.sandag.org/itoc](http://www.sandag.org/itoc). Individuals interested in applying for this ITOC position should contact the SANDAG Public Information Office for an application at [jde@sandag.org](mailto:jde@sandag.org) or (619) 699-1950, or go to [www.sandag.org/notices](http://www.sandag.org/notices).

Applications must be postmarked no later than Monday, February 23, 2009.

**APPLICATION FORM FOR THE**  
**TransNet INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE**

Name: Carolyn K. Lee Phone (858) 277-8180  
Number: \_\_\_\_\_  
Address 5594 Tortuga Court E-mail address: carolynlee@san.rr.com  
San Diego, California 92124

\_\_\_\_\_  
\_\_\_\_\_  
*(Please make response as concise as possible – applications will not be judged on length of response.)*

1. Why are you interested in serving on the Independent Taxpayer Oversight Committee (ITOC)? My career was spent in the Right of Way division of Caltrans, and I am interested in providing input into the recommendations for improving the TransNet program. Federal regulations and funding restrict many innovative processes from implementation, but TransNet funding allows for more creativity when planning project timelines. The acceleration of project development timelines requires available funding and assurance that the monies are spent within the proposed timeframe. Obviously, right of way certification is a milestone that must be delivered for the timeline to be met. I understand right of way certification and the factors that impede its delivery.
  
2. What professional skills and abilities would you bring to the committee, and how would they benefit ITOC? I have acquired many types of properties and relocated families and businesses affected by highway projects. Federal Regulations require legal notices and payments for condemnation deposits and relocation of people and their property. I know the requirements for these activities and how project timelines are affected. I supervised the Capital and Support Budgets of the Right of Way Division with a budget of over \$148M and multiple funding sources. I introduced a method of accurately tracking multiple fund sources on projects to insure correct Federal Highway Administration reimbursement to the State. I also tracked reimbursement monies owed to SANDAG from the sale of excess land or personal property auctioned by the State, and sent the checks to SANDAG. In short, my experience with multiple funding sources, programming and allocation of right of way funds, and the requirements of the Federal Regulations on the acquisition and relocation process would allow me to make knowledgeable recommendations to SANDAG on project delivery and expenditures.

3. The current ITOC vacancies are in the following categories:

A professional in the field of municipal/public finance and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector.

A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.

A professional with demonstrated experience of ten years or more in the management of large-scale construction projects.

4. Describe the nature of your professional experience as related to the category you are applying for, including the number of years of experience you have in that area.

I am applying for the position that requires a professional with ten years or more in real estate and/or right of way acquisition. I was an acquisition agent for Caltrans from October 1984 – November 1991. I acquired hundreds of parcels including Tribal lands for Imperial 86, as well as the property from Midwest Television for SR 52 at Mast Boulevard. I had to be innovative in reaching settlements for Tribal land to meet project deadlines, since the State could not use Eminent Domain to acquire the Tribal land. I became a Senior Right of Way Agent in November 1991 – June 1994, and supervised the purchase of 600 parcels and easements for highway projects. I developed procedures to certify project readiness on a reduced time line. In July 1994 – July 1995 I was assigned to supervise the Property Management Branch since the Federal Auditors were arriving to investigate the expenditures by this Branch. I assembled a team and we prepared the financials for the audit team. I was the Airspace Branch Manager from July 1995 – June 1999. I advertised and leased 60 commercial parcels for the State, including development of a Dave & Buster's Restaurant on a vacant parcel. My expense/income ratio was 7% expense: 93% income. From July 1999 – June 2001 I supervised the relocation of 750 residential and business displaces including 400 storage unit facilities for the Relocation Assistance Branch. I was assigned to supervise the Planning and Management Branch from July 2001 – December 2005. My responsibilities included the Capital and Support budgets for the Right of Way Division.

5. What do you hope to accomplish by your participation in ITOC?

I want to use my complete knowledge of right of way and funding to become a partner in intelligent and innovative recommendations for the expenditure of transportation funds.

6. In what part(s) of the region do you live and work?

I live in the Tierrasanta area of San Diego City.





**APPLICATION FORM FOR THE *TransNet* INDEPENDENT  
TAXPAYER OVERSIGHT COMMITTEE**

**Name:** Jim Ryan  
**Address:** 6212 Ferris Square  
San Diego, CA 92121

**Phone:** (858) 731-8160 Cell: (619) 992-1501  
**E-Mail:** jryan@agcsd.org

**1. *Why are you interested in serving on the Independent Taxpayer Oversight Committee? (ITOC)***

I am interested in serving on this committee to help ensure the Expenditure Plan stays in compliance with the plan that was approved by the voters. I am convinced this is an excellent process that enhances the integrity of the expenditure of the public funds.

**2. *What professional skills and abilities would you bring to the committee and how would they benefit the ITOC?***

My professional skills and abilities include:

- A. Experience working at the executive level of a large construction/construction Management firm. This firm employed up to 1,000 employees while I served in Executive roles.
- B. I have built a long career in the construction industry. I understand the construction process.
- C. I have a very strong background in construction labor relations. I am convinced having someone on the committee that understands this key aspect of the construction process is a benefit.
- D. I have a very strong background in construction safety. The safety procedures used on the projects that will be built with Prop A are important and costly. I will be able to ensure efficient and effective use of the safety process.
- E. I have a strong background in the process necessary to efficiently and effectively procure construction services from the industry. I understand the bidding process and how to help those using TransNet funds to optimize the amount of construction they obtain for each dollar spent.
- F. I have a fairly detailed understanding of transportation funding in general and how to best connect the funding to the construction process.

**3. The current ITOC vacancies are in the following categories:**

- A professional in the field of municipal/public and/or budgeting with a minimum of ten years in a relevant and senior decision making position in the public or private sector.
- A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
- A professional with demonstrated experience of ten years or more in the management of large scale construction projects.

**4. Describe the nature of your professional experience as related to the category you are applying for, including the number of years of experience you have in that area.**

I have a combination of experience that will benefit the committee. Since 1972, I have held positions within the construction industry. These positions have included serving as the Labor Relations Director for a large Midwestern Chapter of AGC; serving as Executive Vice President of an Engineering News Record Top 100 Contractor Firm for 7 years; serving as the Executive Director of the Iowa AGC for 10 years, and the San Diego AGC for the past 10 years. I understand the industry and the construction process, the labor relations, construction safety, the building process in the construction industry, and the various delivery systems that are available to procure construction.

I am also confident that I will be able to assist the committee in understanding the dynamics of a large scale construction project.

The variety of construction experience that I have developed will benefit the committee.

**5. What would you hope to accomplish by your participation in the ITOC?**

I hope to be able to use my background to ensure the funds are spent in the best manner possible for the taxpayers in this county.

**6. In what part(s) of the County do you live and work?**

I live in Poway and work in Sorrento Valley.