



401 B Street, Suite 800  
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 (619) 699-1900  
 Fax (619) 699-1905  
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# MEETING NOTICE AND AGENDA

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## SELECTION COMMITTEE FOR THE *TransNet* INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

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

Friday, June 22, 2012

8:15 a.m. (immediately prior to the Board Meeting)

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

Staff Contact: Kim Kawada  
 (619) 699-6994  
 kka@sandag.org

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

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# SELECTION COMMITTEE FOR THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

Friday, June 22, 2012

ITEM #		RECOMMENDATION
+1.	SELECTION OF MEMBER FOR THE ITOC  SANDAG staff will summarize the process established in the <i>TransNet</i> Extension Ordinance for selecting the ITOC members. The Selection Committee is asked to approve the selection of one ITOC member for the vacant licensed engineer position. The term for the position would last through May 2015.	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. Public speakers are limited to three minutes or less per person. Committee members also may provide information and announcements under this agenda item.	INFORMATION
3.	ADJOURNMENT	

+ next to an item indicates an attachment

**San Diego Association of Governments – *TransNet* Program**  
**SELECTION COMMITTEE FOR THE**  
**INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE**

June 22, 2012

AGENDA ITEM NO.: **1**

**Action Requested: APPROVE**

SELECTION OF MEMBER FOR THE  
INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

File Number 1500100

**Introduction**

In accordance with the *TransNet* Extension Ordinance, an Independent Taxpayer Oversight Committee (ITOC) was established to provide an enhanced level of accountability for expenditures made under the Expenditure Plan. As background, the *TransNet* Extension Ordinance and Expenditure Plan language regarding the ITOC is 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 Technical Screening and Selection Committees in the selection process for the ITOC members.

The membership of the ITOC consists of seven voting members, with each member representing a specified area of expertise. Attachment 2 provides a listing of the current ITOC membership. The ITOC position for an engineer with credentials in the field of transportation project design or construction is currently vacant.

As required by the *TransNet* Extension Ordinance, a Technical Screening Committee was formed to provide recommendations to the Selection Committee regarding the candidates for the ITOC. The Technical Screening Committee met via telephone conference call on June 13, 2012, to discuss and recommend two qualified candidates for the Selection Committee's consideration. ITOC candidate recommendations and applications are included in Attachment 3.

The Selection Committee's role is to approve the final selection of the ITOC member from the two recommended candidates: Wayne Pasco and Kai Ramer. If the Selection Committee is unable to reach agreement on a candidate, then an additional advertisement could be made.

Attachments: 1. Excerpts from *TransNet* Extension Ordinance and Expenditure Plan  
2. Current ITOC Members  
3. Memorandum dated June 14, 2012, from the Technical Screening Committee to the Selection Committee with Recommendation of ITOC Candidates

Key Staff Contact: Kim Kawada, (619) 699-6994, Kim.Kawada@sandag.org

[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.

### **Current Independent Taxpayer Oversight Committee (ITOC) Members**

**Jim Ryan, ITOC Chair** (Term expires May 2013): Jim is serving in the ITOC position for a professional with experience in the management of large-scale construction projects. He has over 30 years of experience in various aspects of the construction industry, including labor relations, safety, and service procurement. Jim has served as Executive Director of Associated General Contractors in San Diego for the past five years. He is a Poway resident working in Sorrento Valley.

**Paul Fromer, ITOC Vice Chair** (Term expires May 2015): Paul is serving in the ITOC position for 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. He is vice president and team leader for RECON Environmental, Inc. and has over 30 years of environmental review and planning process experience working with public agencies on development and implementation of regional conservation plans for endangered species. Paul is a Rancho Peñasquitos resident working in downtown San Diego.

**John Chalker** (Term expires May 2015): John is serving in the ITOC position for 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. He is managing director for LM Capital Group, LLC. and has over 30 years of experience in the financial services industry including over 15 years involvement with various infrastructure issues through his service on numerous committees and as a member of the Board of Directors for the San Diego Regional Chamber of Commerce. He also was appointed as Commissioner for the California Transportation Commission by Governor Arnold Schwarzenegger from 2005 to 2011. He currently serves as a member of the California High-Speed Rail Peer Review Group. John is a Point Loma resident working in downtown San Diego.

**Carolyn Lee** (Term expires May 2013): Carolyn is serving in the ITOC position for a professional with experience in real estate, land economics, and/or right-of-way acquisition. Carolyn will draw upon her experience in supervising capital and support budgets with multiple funding sources in fulfilling her oversight role on the committee. She lives in the Tierrasanta area of San Diego.

**Jonathan Tibbitts** (Term expires May 2015): Jonathan is serving in the ITOC position for a licensed architect or civil/traffic engineer with experience in transportation and/or urban design. He is a registered civil engineer (retired) with over 20 years of experience, including construction management and service as Commander with the U.S. Navy Civil Engineer Corps. Jonathan lives in the Kensington area of San Diego.

**Richard Vortmann** (Term expires May 2013): Richard is serving in the ITOC position for a 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. He has over 30 years of experience in the fields of financial management and strategic planning, including over 22 years as President of National Steel and Shipbuilding Company (NASSCO) and six years as Vice President of General Dynamics Corporation. He has served as a member of numerous boards including the San Diego Regional Economic Development Corporation and Scripps Health, among others. Most recently, he also served as Interim President and Chief Executive Officer of the San Diego Regional Chamber of Commerce. Richard lives in the La Jolla area of San Diego.

**Vacant** (Term expires May 2015): 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.



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June 13, 2012

File Number 1500100

TO: Selection Committee for the *TransNet* Independent Taxpayer Oversight Committee (ITOC)

FROM: Technical Screening Committee for the ITOC

SUBJECT: Recommendation of ITOC Candidates

MEMBER AGENCIES

Cities of  
 Carlsbad  
 Chula Vista  
 Coronado  
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 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

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As required by the *TransNet* Extension Ordinance, a Technical Screening Committee was formed to provide recommendations to the Selection Committee regarding candidates for the ITOC. The Technical Screening Committee included the following members:

- Richard Backlund, Associate Division Administrator for the Federal Highway Administration (California Division, Los Angeles);
- Denine Hagen, Executive Director of External Relations, Jacobs School of Engineering at University of California, San Diego; and
- Martin Tuttle, Deputy Director for Caltrans (Headquarters Office, Sacramento).

Consistent with the Extension Ordinance, the Technical Screening Committee reviewed all candidate applications received by the June 4, 2012, submittal deadline. The Technical Screening Committee met via telephone conference call on June 13, 2012, to discuss the applications. Three applications were received for the following open position on the ITOC:

*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.*

In reviewing the applications, the Technical Screening Committee considered factors such as the quality of the responses to the questions in the application, the depth of experience of each applicant, the level of demonstrated understanding of the role of the ITOC, and the type of skills that the applicant would bring to the ITOC. Although the Technical Screening Committee found all three candidates to be well qualified for the position, the following two candidates were selected by the Technical Screening Committee to be advanced for consideration based on their qualifications:

- Wayne Pasco (knowledge of owning a business; experience working in other states)
- Kai Ramer (public service involvement and experience working in California)

AZU/sgr

**APPLICATION FORM FOR THE**  
  
**INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE**  
**May 2012**

Name: Wayne Pasco Phone Number: (760) 613-7475  
Address 2477 Montgomery Ave. E-mail address: wpasco@plsaengineering.com  
Cardiff, CA 92007

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***(Please make responses as concise as possible – applications will not be judged on length of response. In addition, please attach a copy of your résumé with your application submittal to the attention of Ariana zur Nieden via e-mail [Ariana.zurNieden@sandag.org](mailto:Ariana.zurNieden@sandag.org) or via fax (619) 699-1905).***

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

As a citizen who is concerned about government waste of taxpayer money, and someone who believes efficient transportation is an important element to a thriving local economy, I am interested in serving on this committee.

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

I am a registered civil engineer in the State of California. I became licensed in 1978 and have practiced under my license continuously since. I founded W.R. Pasco Engineering, Inc. in 1988 and ran the company from then until roughly 2008. While I am semi-retired, I remain on the Board of Directors for the company under the new name of Pasco, Laret, Suiter and Associates.

I consider my technical skills meld very well with my sense of successfully running a business and our company has managed to do well, even in difficult economic times.

3. The current ITOC vacancy is in the following category:

*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. (Term expires May 2015)*

Please 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.

While my business is mostly residential land development, I have had to have a clear understanding of municipal needs and concerns in order to take projects upward successfully. As the sole owner of my business for roughly 20 years, I learned to deal with all aspects of projects and business. As the ownership of my company went through succession, I learned, not only how to bring others in to the decision making process, but learned how to help others tap into their best management/decision making styles.

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

My main interest would be to participate in identifying strategies for responsible expenditure of *TransNet* funds and getting projects funded that improve the efficiency of transportation in the region.

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

I live in Cardiff, CA, and work in Solana Beach, although our projects are located throughout San Diego County.

Wayne A. Pasco, PE  
**PASCO LARET SUITER & ASSOCIATES, INC.**  
535 North Coast Highway 101, Suite A  
Solana Beach, CA. 92075

**LICENSES** Registered Civil Engineer #29577 California (1978)  
Registered Civil Engineer #18666 Colorado (1981)

**EXPERIENCE**

2008- Present Pasco Laret Suiter & Associates, Inc., Principal.  
Supervise operations, manage projects, office administration and public hearings. Negotiate with government staff.

1985-2008 Pasco Engineering, Inc., President and CEO.  
Prepare project proposals, oversee engineering practices, supervise operations, negotiate with government staff, project management, office administration and public hearings.

1983-1985 San Dieguito Engineering. Corporate Vice President.  
Served as department head for projects of 50 lots or less and various commercial projects.

1976-1983 Buck, McCarty and Associates - Principal Engineer, Project Manager/Designer of major and minor subdivisions throughout San Diego, Riverside and San Bernardino counties. Responsible for over 2,000 projects.

1973-1975 Limbach Company, Boston, Massachusetts - Project Engineer and Construction Supervisor for the following projects: Federal Reserve Bank of Boston, Fitchburg Sanitation Plant, "State Office Building" and the Oceanspray Cranberry Processing Plant.

1969-1973 Illinois Department of Transportation - Designed numerous channelized intersections, and served as construction inspector and surveyor on various State Highway projects.

**EDUCATION**

Graduated in 1973 from Bradley University, Peoria, Illinois, Cum Laude with a Bachelor of Science in Civil Engineering member of honor organizations: Chi Epsilon, Sigma Tau, and Tau Beta Pi and a member of student chapter ASCE

**CIVIC/ BUSINESS/ PROFESSIONAL ORGANIZATIONS**

American Society of Civil Engineers  
North County Civil Engineers and Land Surveyors (Past President)  
Encinitas/North County Chamber of Commerce  
San Dieguito Heritage Museum

APPLICATION FORM FOR THE  
  
INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

May 2012

Name: Kai Ramer

Phone Number: ( ) 619-540-7162

Address 9023 Farrington Court

E-mail address: Kramer@rickengineering.com

Santee, CA 92071

*(Please make responses as concise as possible -- applications will not be judged on length of response. In addition, please attach a copy of your résumé with your application submittal to the attention of Ariana zur Nieden via e-mail [Ariana.zurNieden@sandag.org](mailto:Ariana.zurNieden@sandag.org) or via fax (619) 699-1905).*

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

I have been involved in the transportation community in San Diego my entire career, spanning over 25 years. I am interested in participation to continue the progress the region has made, and believe my experience professionally in this community can provide the expertise beneficial to the I.T.O.C. and it's goals.

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

I bring a 27 year career of experience in planning, design, and construction of transportation projects in the region, large and small. I have managed successful project delivery of significant regional transportation projects.

I have a good understanding of regional transportation history, challenges, and plans. I am a San Diego native and have spent my entire professional career in the region.

I have significant experience and involvement in the community. I am a past president of the San Diego Highway Development Association; I have served 5 years on the I.C.O.C. of the Santee School District; I am a member of the San Diego County Taxpayer's Association; and I have a strong history of advocacy for regional transportation systems, both in the public and private sectors.

3. The current ITOC vacancy is in the following category:

*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. (Term expires May 2015)*

Please 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 designed and managed the development of plans for construction of transportation projects in the San Diego Region for over 25 years. I have been in a senior decision-making position on both government and private transportation projects for over 20 years.

I am licensed by the State of California as both a Civil Engineer (since 1989) and a Traffic Engineer (since 1998).

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

I would utilize my experience as a transportation design professional to help the I.T.O.C. review, guide, understand, and communicate the progress, issues, priorities and budgets to the public. As a committee member, I can offer my background as a resource, complementing and balancing other committee member's respective areas of expertise and backgrounds.

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

My home address is: Kai Ramer  
9023 Farrington Court  
Santee, CA 92071

My work address is: Rick Engineering Company  
5620 Friars Road  
San Diego, CA 92110



**KAI E. RAMER, PE, TE**

**PROJECT ASSIGNMENT**

Principal

**EDUCATION**

B.S. in Civil Engineering  
1985, California State University at Chico

**YEARS OF EXPERIENCE**

27 (25 with firm)

**REGISTRATION**

Registered Civil Engineer  
California, # 44146

Registered Traffic Engineer  
California, # 1940

**PROFESSIONAL AFFILIATIONS**

American Public Works  
Association (APWA)

American Society of Civil  
Engineers (ASCE)

Past President – San Diego  
Highway Development  
Association

American Council of Engineering  
Companies (ACEC)

Institute of Transportation  
Engineers (ITE)

Transportation Research Board  
(TRB)

Women's Transportation Seminar  
(WTS)

Kai E. Ramer is a Principal of Rick Engineering Company and serves as Director of the Public Works Division. He supervises and manages a design division of transportation engineers, traffic engineers, civil engineers, designers and drafters. Work by his Division consists of preliminary and final design of streets, highways, expressways and freeways, storm drains, utilities, traffic control systems, traffic planning and flood control facilities. He has significant experience on various successful major public and private transportation and traffic related projects and studies.

In addition to his receiving his degree, Mr. Ramer has completed additional education classes including graduate work in transportation engineering; seminars and courses on contracts and specs for public works projects for local agencies and Caltrans; Federal Highways and Caltrans seminars; training in value engineering (VE) and participation in VE studies.

A few of Mr. Ramer's representative projects include:

**HIGHWAY, FREEWAY, AND INTERCHANGE PROJECTS:**

- State Route 125 Sweetwater – Spring Valley
- State Route 125 South Toll Road – Otay Mesa
- I-805 at Olympic Parkway – Chula Vista
- I-805 at Palomar Street – Chula Vista
- I-805 at Telegraph Canyon Road – Chula Vista
- State Route 86/111 Realignment – Imperial County
- I-8 at Los Coches Road – San Diego County
- State Route 78 at Jefferson – Oceanside
- I-15 at Scripps Poway Parkway – San Diego
- State Route 94 Highway Widening – San Diego County
- State Route 54 Highway Widening – San Diego County
- State Route 56 at Rancho Peñasquitos Boulevard – San Diego
- State Route 75/Naval Amphibious Base – Coronado
- State Route 163 at Genesee Avenue – San Diego
- State Route 163 at Clairemont Mesa Boulevard – San Diego
- I-15 at Aero Drive – San Diego
- Highway 101 at Main Street – San Luis Obispo
- I-15 at Mercy Road – San Diego
- I-15 at Ninth Avenue – Escondido
- I-805 at Mira Mesa Boulevard/Sorrento Valley Road – San Diego

**MAJOR ROADWAY PROJECTS:**

- Center City Parkway Intersections – Escondido
- Genesee Avenue Widening – San Diego
- La Jolla Village Drive Widening – San Diego
- Palm Avenue at I-805 – San Diego
- Torrey Pines Road Widening – San Diego
- Scripps Poway Parkway at I-15 – San Diego
- Jamacha Road Widening – San Diego County
- Olympic Parkway / Orange Avenue – Chula Vista
- Telegraph Canyon Road – Chula Vista
- Melrose Drive – Carlsbad
- Black Mountain Road / Park Village – San Diego
- El Camino Real – San Diego
- Vandegrift Boulevard – Oceanside
- West Mission Bay Drive – San Diego

**TRAFFIC ENGINEERING/PLANNING PROJECTS:**

- Design of traffic signals throughout the San Diego region
- Various traffic forecasts / generation studies
- Various traffic impact studies
- Parking lot designs
- Parking studies
- Various traffic control plans
- Traffic analysis oversight
- Traffic simulation / presentations
- Bikeway studies and design

**UTILITY AND DRAINAGE PROJECTS:**

- Mission Beach Drainage Improvements – San Diego
- Palm / Dennery Road Water Lines – San Diego
- Penasquitos Trunk Sewer Oversight – San Diego
- Rancho San Diego Utility Relocation – San Diego County

**DEVELOPMENT PROJECTS (ENTITLEMENTS AND DESIGN):**

- Sabre Springs Community – City of San Diego
- Morro Hills Community – City of Oceanside
- Palm Promenade Commercial Center – City of San Diego
- Sharp Hospital – City of San Diego
- Skyline Wesleyan Church – County of San Diego
- Loews Coronado Hotel – City of Coronado
- Olympic Training Center – City of Chula Vista
- Belvedere – City of Oceanside
- Scripps Gateway Commercial Center - City of San Diego
- Estancia Hotel - City of San Diego
- Pala Casino, SR-76 Widening – Caltrans, County of San Diego