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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, November 15, 2013

8:30 a.m. (immediately before the Board Meeting)

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

Staff Contact: Kim Kawada
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 kim.kawada@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) members 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 under Meetings on SANDAG's website. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form also available on the website. E-mail comments should be received no later than noon, two working days prior to the Selection Committee meeting. **Any handouts, presentations, or other materials from the public intended for distribution at the Selection Committee meeting should be received by the Clerk of the Committee no later than 12 noon, two working days prior to the meeting.**

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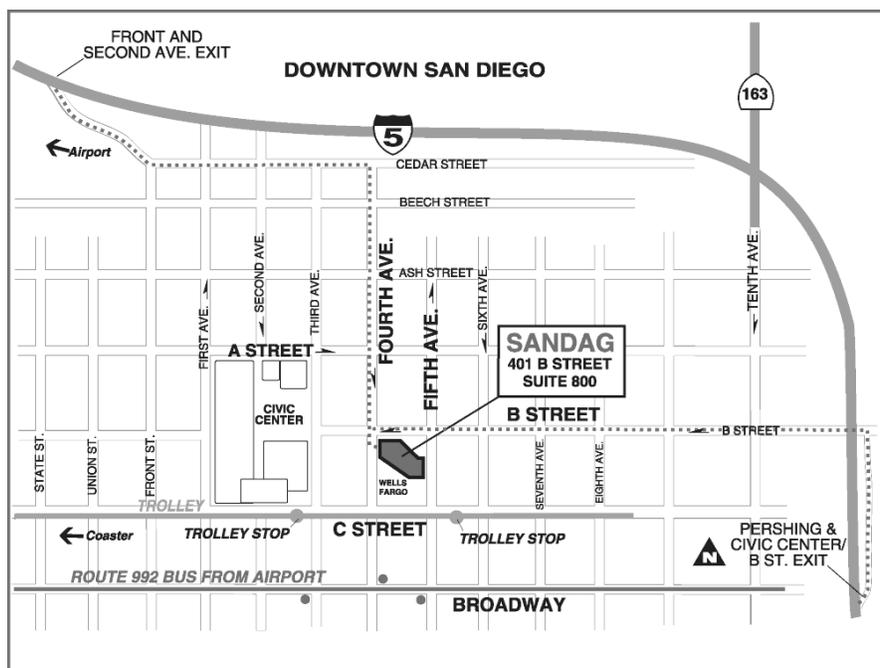
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SELECTION COMMITTEE FOR THE *TransNet* INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

Friday, November 15, 2013

ITEM #		RECOMMENDATION
1.	SELECTION OF A CHAIR The Selection Committee should select a chairperson for purposes of conducting the meeting.	APPROVE
+2.	SELECTION OF MEMBERS FOR THE <i>TransNet</i> INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE The membership of the ITOC consists of seven voting members, each of whom represents a specified area of expertise and serves a four-year term. SANDAG staff will summarize the roles of the Technical Screening and Selection Committees in the selection process for the ITOC members. Pursuant to the <i>TransNet</i> Extension Ordinance, the Selection Committee is asked to consider the candidates recommended by the Technical Screening Committee and approve the selection of one ITOC member for the vacant municipal/public finance and/or budgeting position. The term for the position would last through May 2015.	APPROVE
3.	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
4.	ADJOURNMENT	

+ next to an item indicates an attachment

SELECTION COMMITTEE FOR THE *TransNet* INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

November 15, 2013

AGENDA ITEM NO.: **2**

Action Requested: APPROVE

SELECTION OF MEMBERS FOR THE *TransNet*
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. The membership of the ITOC consists of seven voting members, each of whom represents a specified area of expertise and serves a four-year term (Attachment 1). Due to the recent resignation of one of the ITOC members, the position for a professional with credentials in the field of municipal/public finance and/or budgeting is currently vacant (term expires May 2015).

The ITOC selection process consists of two steps:

1. Review by a Technical Screening Committee, which is responsible for reviewing applications received from interested individuals and recommending two candidates for each open position; and
2. Approval by a Selection Committee that is responsible for selecting the ITOC member from the list of qualified candidates recommended by the Technical Screening Committee.

Requested Action

Pursuant to the *TransNet* Extension Ordinance, the Selection Committee is asked to consider the candidates and approve the selection of one ITOC member for the following position:

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

Discussion

Attachment 2 is an excerpt from the *TransNet* Extension Ordinance and Expenditure Plan, which includes the 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.

Technical Screening Committee Recommendation

Consistent with the Extension Ordinance, the Technical Screening Committee reviewed all candidate applications received by the October 21, 2013, submittal deadline. The Technical Screening Committee met via telephone conference call on October 28, 2013, to discuss the applications. Three applications were received for the open position on the ITOC as follows:

- Stewart Halpern
- Mark Jackson
- Jerry Schneider

The Committee's recommendations for the position along with the applications for the recommended candidates are included as Attachment 3. In its review, the Screening Committee considered factors such as the applicant's quality of the responses to the questions in the application, the depth of experience of each applicant in the specified category, the level of demonstrated understanding of the role of ITOC, and the type of skills that the applicant would bring to ITOC.

The Technical Screening Committee recommends the following candidates:

- Stewart Halpern – Technical Screening Committee members provided comments on Mr. Halpern's experience with tax-exempt financing balanced with a background in environmental advocacy, and recognition of the importance of the public's ongoing support and confidence in the integrity and efficiency of how funds are spent.
- Mark Jackson – Technical Screening Committee members commented on Mr. Jackson's project management experience and background in planning at the County level.

The recommended candidates have been notified of the November 15, 2013, Selection Committee meeting and may be present at the meeting.

Next Steps

Following the Selection Committee's approval of an ITOC member for the open position, all candidates would be notified of the final selection results. The successful candidate would attend his first ITOC meeting on January 8, 2014.

Attachments: 1. Current ITOC Members
2. Excerpts from *TransNet* Extension Ordinance and Expenditure Plan
3. Memorandum dated October 30, 2013, 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

**Current Membership on the
TransNet Independent Taxpayer Oversight Committee (ITOC)**

Terms Expiring May 2015

- **Jonathan Tibbitts, ITOC Chair** (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.
- **Kai Ramer, ITOC Vice Chair** (Term expires May 2015): Kai is serving in the ITOC position for a licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years of experience in a relevant and senior decision making position in the government or private sector. He is a principal for Rick Engineering Company and has over 25 years of experience in the field of transportation engineering. He has served on the Santee School District Independent Citizens' Oversight Committee and as past president of the San Diego Highway Development Association. He is currently a member of the San Diego County Taxpayers Association. Kai is a Santee resident working in Mission Valley.
- **Paul Fromer** (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.
- **Vacant** (Term expires May 2015): 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.

Terms Expiring May 2017

- **Brad Barnum** (Term expires May 2017): Brad is serving in the ITOC position for a professional with experience in the management of large-scale construction projects. He has more than 13 years of experience in various aspects of the construction industry, including bidding practices, specifications content, project delivery methods, payment schedules, inspector methods, change order procedures, contracts, safety, and labor compliance. Brad has served as Vice President of Government Relations of the Associated General Contractors in San Diego for the past 12 years. He is a Torrey Hills resident working in Sorrento Valley.
- **Carolyn Lee** (Term expires May 2017): Carolyn is serving in the ITOC position for a professional with experience in real estate, land economics, and/or right-of-way acquisition. Carolyn draws 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.
- **Richard Vortmann** (Term expires May 2017): 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 (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.

[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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October 30, 2013

File Number 1500200

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

FROM: Technical Screening Committee

SUBJECT: Recommendation of ITOC Candidates

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
San'tee
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

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

- Kome Ajise, Deputy Director of Planning and Modal Programs for Caltrans
- Richard Backlund, Associate Division Administrator for the Federal Highway Administration
- Erik Bruvold, President of the National University System Institute for Policy Research

Consistent with the Extension Ordinance, the Technical Screening Committee reviewed all candidate applications received by the October 21, 2013, submittal deadline. The Technical Screening Committee met via telephone conference call on October 28, 2013, to discuss the applications. Three applications were received for the following open position on the ITOC:

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

In its review, the Screening Committee considered factors such as the applicant's 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 ITOC, and the type of skills that the applicant would bring to ITOC. Although the Technical Screening Committee found all three candidates to be well qualified for the position, the Screening Committee recommended the following two candidates be advanced for consideration by the Selection Committee based on their qualifications:

- Stewart Halpern – Technical Screening Committee members provided comments on Mr. Halpern's experience with tax-exempt financing balanced with a background in environmental advocacy, and recognition of the importance of the public's ongoing support and confidence in the integrity and efficiency of how funds are spent.
- Mark Jackson – Technical Screening Committee members commented on Mr. Jackson's project management experience and background in planning at the County level.

AZU/sgr

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

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. (Term expires May 2015)

Public Finance Dept, The First Boston Corporation (now part of Credit Suisse) – 2 years focused on financing of tax-exempt entities; author of a newsletter on tax-exempt credit markets; preparation of Congressional testimony relating to the Northeast Rail Service Act of 1981

Chief Financial Officer of 3 different private sector companies (including one public company here in San Diego) over nearly 10 years – senior financial decision-making executive, with responsibilities including budgeting, managing external auditors, forecasting/planning/analysis, point-person for Audit Committee of the Corporate Board of Directors

Equity research analyst for 3 major Wall Street firms across 9 years – including extensive experience in financial statement analysis and financial modeling

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

Transportation is a critical issue for every county and metropolitan area, and SANDAG's TransNet initiatives are vital to the continued growth and livability of San Diego. It is also true that all such initiatives depend on the on-going support of the public and their confidence in the integrity and efficiency of how funds are being spent in executing the plan. My primary goal in participating in ITOC is to utilize the full range of my skills/experience, in addition to my time and commitment, to enhance ITOC's efforts to provide the public such confidence, which I believe is the backbone of the support SANDAG needs to continue its important work. A second goal is to use my experience leading complex organizations and projects to assist ITOC in fulfilling its mission of making constructive recommendations relating to the performance of the TransNet program.

5. In what part(s) of the region do you live and work? **I live/work in La Jolla**

STEWART A. HALPERN

2351 Via Viesta La Jolla, CA 92037

Cell: 619.261.4417

Email: stewartahalpern@yahoo.com

Currently

San Diego Coastkeeper (San Diego, CA) – Member of the Board of Directors and Finance Committee, 2013-present

*Provide governance and financial oversight of this 501(c)(3) focused on San Diego clean water issues

*Initiated and serving as Chairman of Community Engagement Committee to expand outreach

Free Flight Exotic Bird Sanctuary (Del Mar, CA) – Member and Treasurer of the Board of Directors, 2012-present

*Provide governance and financial oversight of this 501(c)(3) focused on sheltering homeless parrots

Massive Data Insight (Los Angeles, CA) – Senior Advisor, 2012-present

*Provide strategic, financial and operational advice to this start-up “big data” company

Roovy, Inc. (San Diego, CA) – Senior Advisor, 2011-present

*Provide strategic, financial and operational advice to this start-up mobile app technology company

Psyko Audio Labs (Calgary, Alberta) – Financial Advisor, 2011-present

*Provide strategic, financial and operational advice to this audio headset and technology company

MBAAsd (San Diego, CA) – Co-Coordinator, 2013-present

*Lead the consortium of the San Diego alumni associations of the leading graduate business schools (Berkeley-Haas, Chicago, Columbia, Dartmouth-Tuck, Harvard, London School of Economics, MIT-Sloan, Northwestern-Kellogg, NYU-Stern, Oxford, Penn-Wharton, Stanford, Yale

Yale School of Management Alumni of San Diego (San Diego, CA) – Regional Chapter Leader, 2012-present

*Lead efforts to continue engagement of local alumni with each other and the School; represent local alumni interests to the School

Previous Professional Experience

Mad Catz, Inc. (San Diego, CA) – Chief Financial Officer, 2007-2010

*Strategic partner to the CEO in leading revitalization of company to approx. double sales, EBITDA, profits and employees of public (ASE/TSX: MCZ) developer, manufacturer, marketer of consumer electronics

*Responsible for all functions of the senior financial executive of a publicly-traded company, including: accurate/timely internal/SEC financial reporting; GAAP, Sarbanes-Oxley and global tax compliance; treasury, cash and working capital management; FP&A; external relationships with financial institutions, investment community, auditors and Audit Committee of the company Board of Directors

*During 2008 global economic crisis, formulated and oversaw execution of business plan to cut costs and grow revenue and profit without reducing headcount

*Restructured global financial team and oversaw the global IT Department

Rockstar Games (New York, NY) – Head of Finance, 2005-2007

*Chief Financial Officer of this leading (>\$500mm sales, over 700 people) videogame publisher

*Responsibilities included: financial/strategic advice for CEO and President; oversight of financial, business/legal affairs, HR functions, annual budget process and Sarbanes-Oxley compliance; upgrade of senior management financial/business information; analysis/negotiation of acquisitions, publishing, licensing transactions; principal liaison w/publicly-traded parent company on financial and related affairs

RBC Capital Markets (New York, NY) – Managing Director, Equity Research, 2002-2005

*Provided sell-side equity research coverage focused on digital media and traditional entertainment stocks

*Consistently among the top 5 sellside analysts (per Starmine) in earnings estimate accuracy

Stewart A. Halpern – page 2

Lukeswood Management (New York, NY) – Co-Portfolio Manager, 2001-2002

- *One of three partners in start-up hedge fund sponsored by C.E. Unterberg, Towbin
- *Outperformed the S&P500 by over 11 points (+4.3% vs -7.2%) from inception thru 5/31/02
- *Disbanded when post-9/11 environment restricted ability to increase asset base

Banc of America Securities (New York, NY) – Managing Director, Equity Research, 1999-2000

- * Provided sell-side equity research coverage focused on digital media and entertainment stocks
- *Voted Institutional Investor All-American honorable mention, 1999 and 2000

ING Barings Furman Selz LLC (New York, NY) – Principal, Media Equity Research, 1996-1999

- * Provided sell-side equity research coverage focused on digital media and entertainment stocks
- *Voted Institutional Investor All-American honorable mention, 1997 and 1998

Rush Communications (New York, NY) – Chief Financial Officer, 1993-1996

- *Responsible for all financial functions and strategic planning for the business interests of Russell Simmons (Def Jam Music, SLBG Television, Def Pictures films, Phat Fashions apparel, Def Jam Interactive)
- *Managed growth as sales/personnel nearly quadrupled
- *Instituted accounting systems and operating plans for all businesses
- *Negotiated/executed strategic and financing transactions for all business units, most notably the sale of a 50% equity interest in Def Jam Music Group to Polygram

The Ministry of Privatization (Prague, Czech Republic) – Advisor to the Ministry, 1991-1992

- *Advised the Czech government on the privatization of state-owned assets
- *Structured and negotiated the sale of Czech companies to major multi-nationals

Credit Suisse First Boston (New York, NY), 1978-1980, 1982-1990

- *Vice President, Media Banking Group, 1986-1990
- *Associate, Corporate Finance Department, 1982-1986
- *Chief of Staff to Head of Corporate Finance, 1984-1985: managed planning/budgeting and other administrative functions for department of over 500 professionals
- *Analyst, Municipal Securities Department, 1978-1980

The Boston Consulting Group (Boston, MA) – Summer Associate, 1981

- *Analyzed the financial services industry for a Fortune 50 company

Education

Yale School of Management (New Haven, CT) – Masters of Public and Private Management, May 1982

- *Concentration in Finance
- *Teaching Assistant for Finance II and undergraduate organizational behavior classes

Yale College (New Haven, CT) – Bachelor of Science in Administrative Sciences, May 1978

- *Graduated *cum laude* with Departmental honors
- *Captain and MVP, Yale Varsity Volleyball team

Other

- *Qualified financial expert per Sarbanes-Oxley (SOX) Section 407
- *Past member of the Board of Directors, Yale Club of San Diego
- *Past President of the Board of Managers, Glass Farmhouse Condominium (New York, NY)
- *Past President of the Yale School of Management Alumni Association
- *Associate Fellow, Timothy Dwight College (Yale University)
- *Ten-time participant/finisher of the New York City Marathon

APPLICATION FORM FOR THE
TransNet
INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE
September 2013

Name:	Mark Jackson	Phone Number:	(760) 731-7327
Address	9550 Covey Lane	E-mail address:	jacksonmark92026@gmail.com
	Escondido, CA 92026		

(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 or via fax (619) 699-1905).

1. Why are you interested in serving on the Independent Taxpayer Oversight Committee (ITOC)? I have a personal interest in providing cost effective Transportation solutions for San Diego County. I am retired and have no organizational or financial conflicts of interest with the ITOC committee position.

2. What professional skills and abilities would you bring to the committee, and how would they benefit ITOC? I am a recently (two years) retired Finance executive with experience in development and construction of complex systems. I have the time to devote to the ITOC Committee. I have background and experience in planning portions of the San Diego County General Plan Mobility Element.

For two years I have served as an elected member of the Valley Center Community Planning Group and the Vice Chair of the Mobility Subcommittee. I have practical knowledge of the fiduciary obligations of Public Office Holders including the Ralph M Brown Act and Financial Disclosure Requirements. I have practical experience with Rules of Order for conduct of Public Meetings.

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

A professional in the field of municipallpublic finance and/or budgeting with a minimum of ten years in a relevant and senior decision-making position in the public or private sector. (Term expires May 2015)

Please find attached my resume that details my 35+ years of leadership experience as a Finance Executive in the Defense Electronics Industry. My background is strong in the evaluation of adequacy of audit systems, cost and schedule effectiveness of design and construction of complex Defense Electronic Systems, including International experience. I have managed fiscal, compliance, and performance audits to Government and Industry Standards (FASB, CASB, Sarbanes-Oxley).

4. What do you hope to accomplish by your participation in ITOC? My goal is to enable the accomplishment of the ITOC Mission by providing Independent Verification on behalf of the Taxpayers of Performance, Cost and Schedule parameters of TransNet funded projects.

5. In what part(s) of the region do you live and work? I am retired and live in the Inland North County unincorporated area of San Diego County.

Mark Jackson

9550 Covey Lane, Escondido, CA 92026

760-731-7327 (residence)

jacksonmark92026@gmail.com

Key Skills – Finance Executive with current experience in managing the Finance Disciplines for Defense Electronics organizations with \$ 1 – 3 Billion of annual sales. Demonstrated experience with the regulatory requirements for US and International Defense Electronic Systems. Demonstrated experience as Contracts, Cost and Management volume lead on competitive proposals. Red team leader for key competitive proposals. Lead Negotiator on contracts in excess of \$ 1 Billion.

Practical experience in implementing International Traffic in Arms Regulations (ITAR) requirements and avoiding export compliance issues.

Under my direction effective fiscal, compliance and performance audit processes have been established and operated. Demonstrated effective compliance with Financial Accounting Standards Board, Federal government Cost Accounting Standards, Sarbanes-Oxley, and Federal Acquisition Regulations.

I have implemented effect cost/schedule management systems (Earned Value Management Systems) on multiple ACAT I programs since 1990.

Managed teams of up to 135 personnel with 9 subordinate managers. Demonstrated ability to lead, improve team performance, and grow the abilities of team members.

August 2011 – Retired

2008 until 2011 - C3 Networks Business Director, Huntington Beach, CA

Provided all of the Finance disciplines including Financial Planning, Contracts and Pricing, Program Cost and Schedule Control, and Accounting for a \$ 1 Billion Defense Electronics organization.

2006- 2008 Boeing Australia Limited- Director Business Management - Finance Executive for 2800 person Australian subsidiary of a major US Defense Contractor. Frequent face to face meetings with Australian Defence Material Organization and Defence Ministry leadership.

2004- 2006 Boeing Air Force Systems Long Beach CA. Director Business Management- Global Strike Programs. Leader of Business team with \$ 1.5 Billion of annual sales. Resolved outstanding Undefined Contract Actions and improved proposal cycle time. Improved funds execution on 3600 RDT&E incremental funding. Working with Program Management, improved working relationships at Wright Patterson Aeronautical Systems Division and Air Logistics Command at Tinker AFB, OK

2001- 2004 Boeing Seal Beach, CA

Business Director Air Force Global Positioning Systems (GPS) Navstar Satellite and Ground Segment (ground satellite control facilities) programs. Implemented a program restructure that converted a fixed price development contract with significant disputes

into a mutually acceptable Cost Plus Award Fee contract type (three year activity with total contract value of \$ 1.2 Billion

1974 – 2000 Boeing/Rockwell Anaheim, CA

Business Manager Missile Defense and Proprietary (Classified) Programs·
Managed Finance/Business Management organizations with leadership roles on three successful capture teams that won competitive contracts in excess of \$ 500 million.

Financial Planning and Control Manager for \$ 2 Billion annual sales organization.
Developed and consolidated proforma income statement, balance sheet, and cash flow forecasts, including Annual Operating Plans and Long Range Business Plans.

Developed direct and indirect rate proposals and negotiated forward pricing rates with the site Administrative Contracting Officer

Education

University of California – Irvine Certificate in Government Contract Management
California State Polytechnic University, Pomona - MBA
California State University, Fullerton – BA Business