MEETING ANNOUNCEMENT AMIDST COVID-19 PANDEMIC:

The ITOC Selection Committee meeting scheduled for Friday, April 24, 2020, will be conducted virtually in accordance with Governor Newsom’s State of Emergency declaration regarding the COVID-19 outbreak, Executive Order N-29-20, and the Guidance for Gatherings issued by the California Department of Public Health. Committee Members will primarily participate in the meeting virtually, while practicing social distancing, from individual remote locations.

There are a few options for public participation:
- At the time of the meeting, listen to the audio stream through www.sandag.org
- Observe the meeting via GoToMeeting (registration required)
- Submit comments via email to clerk@sandag.org

To register for the GoToMeeting webinar, follow the prompts to enter your name and email address. Members of the public who prefer not to share their names with SANDAG may use initials or a pseudonym; however, to receive a confirmation email, including a link to join the webinar, you will need to enter a valid email address. On the morning of the meeting, click the “Join Webinar” link in the confirmation email. To avoid connection issues, check your system requirements in advance.

During the GoToMeeting webinar: To minimize/expand the webinar attendee panel, click on the orange arrow at the top right corner of your screen. Attendees will be in “listen only” mode. View GoToMeeting FAQs for additional information.

SANDAG is relying on commercial technology to broadcast the April 24 meeting via GoToWebinar. With the recent increase of virtual meetings, platforms such as Microsoft Teams, WebEx, GoToMeeting, and Zoom are working to scale their systems to meet the new demand. If we experience technical difficulty or you are unexpectedly disconnected from the broadcast, please close and re-open your browser and click the link to re-join the meeting. SANDAG staff will take all possible measures to ensure a publicly accessible experience. Please note that the meeting will continue to be broadcast audio-only via the “Listen to the meeting” link on www.sandag.org.

Public Comments: Persons who wish to address the Committee on an item to be considered at this meeting, or on non-agendized issues, may email comments to clerk@sandag.org (please reference: “April 24 ITOC Selection Committee Meeting” in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. on Thursday, April 23, will be provided to Committee members prior to the meeting. Comments received during the meeting will be read into the record at the appropriate time for public comments. All comments received prior to the close of the meeting will be made part of the meeting record.
Welcome to SANDAG. Members of the public may speak to the Committee on any item at the time the Committee is considering the item. Public speakers are limited to three minutes or less per person. The Committee may only take action on any item appearing on the agenda.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at sandag.org/meetings. Additionally, interested persons can sign up for email notifications at sandag.org/subscribe.

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3. Enter the Meeting Password: SANDAG

Mission Statement
The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transit; and provides information on a broad range of topics pertinent to the region’s quality of life.
San Diego Association of Governments · 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 · Fax (619) 699-1905 · sandag.org
Selection Committee for the
TransNet Independent Taxpayer Oversight Committee
Friday, April 24, 2020

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<th>Item No.</th>
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| 1. | Approve | Selection of Chair
The Selection Committee should select a chairperson for purposes of conducting the meeting. Estimated Start Time: 8 a.m. |
| +2. | Information | TransNet Independent Taxpayer Oversight Committee: Overview
Ariana zur Nieden, SANDAG
An overview of the ITOC and its responsibilities will be presented. Estimated Start Time: 8:10 a.m. |
| +3. | Appoint | TransNet Independent Taxpayer Oversight Committee: Appointment of Members
Ariana zur Nieden, SANDAG
The Selection Committee for the TransNet Independent Taxpayer Oversight Committee (ITOC) is asked to consider:
1) reappointment of one current ITOC member in the Real Estate/Right-Of-Way category; and
2) appointment of one ITOC member each in both the Private Sector/Chief Executive Officer and Licensed Engineer categories. Estimated Start Time: 8:15 a.m. |
| 4. | | Public Comments/Communications/Member Comments
Public comments under this agenda item will be limited to five public speakers. Members of the public shall have the opportunity to address the Committee on any issue within the jurisdiction of SANDAG that is not on this agenda. Persons who wish to address the Committee on an item to be considered at this meeting, or on non-agendized issues, may email comments to clerk@sandag.org (please reference: “April 24 ITOC Selection Committee Meeting” in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. on Thursday, April 23, will be provided to Committee members prior to the meeting. Comments received during the meeting will be read into the record at the appropriate time for public comments. All comments received prior to the close of the meeting will be made part of the meeting record. Committee members also may provide information and announcements under this agenda item. Estimated Start Time: 8:55 a.m. |
| 5. | | Adjournment |

+ next to an item indicates an attachment
TransNet Independent Taxpayer Oversight Committee:
Overview

In accordance with the TransNet Extension Ordinance (Ordinance), an ITOC was established to provide an enhanced level of accountability for expenditures made under the Expenditure Plan. The ITOC functions in an independent, open, and transparent manner to ensure all voter mandates are carried out as required in the Ordinance, and to develop constructive recommendations for improvements to the financial integrity and performance of the TransNet program.

Key Considerations

The ITOC membership consists of seven voting members, each of whom represents a specified area of expertise intended to provide the skills and experience necessary for ITOC to carry out its responsibilities. The ITOC has ten primary responsibilities, as outlined in the Ordinance, including conducting both annual fiscal and compliance audits and triennial performance audits of the TransNet program. The ITOC also prepares an annual ITOC report including the results of its audit process, in the form of findings and/or recommendations. The most recent annual report, the FY 2019 ITOC Annual Report, was presented to the Board of Directors in June 2019. Attachment 1 includes additional information regarding ITOC responsibilities and membership.

Next Steps

Following the Selection Committee’s consideration of applications, all applicants would be notified of the final selection results. The successful candidate in the Private Sector/Chief Executive Offer category would begin serving in May 2020. The incumbent seeking reappointment in the Real Estate/Right-of-Way category and the individual selected for the Licensed Engineer category would begin serving their respective terms in June 2020. 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 recommend two additional qualified candidates for consideration, and the same selection process outlined above for new members would be initiated.

José Nuncio, TransNet Department Director
Key Staff Contacts: Ariana zur Nieden, (619) 619-699-6961, ariana.zurnieden@sandag.org
Julie Barajas, (619) 595-5386, julie.barajas@sandag.com
Attachment: ITOC Overview and Current Membership
Independent Taxpayer Oversight Committee
Overview

Responsibilities

The ITOC responsibilities will include the following:

• Conduct an annual fiscal and compliance audit of all TransNet-funded activities using the services of an independent fiscal auditor to ensure compliance with the voter-approved Ordinance and Expenditure Plan.

• Prepare an annual report to the Board of Directors presenting the results of the annual audit process.

• 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.

• Provide recommendations to the Board regarding any proposed amendments to the TransNet Ordinance and Expenditure Plan.

• Provide recommendations as part of the required ten-year review process. This process provides an opportunity to undertake a comprehensive review of the TransNet program every ten years and to make recommendations for improving the program over the subsequent ten years.

• Participate in the ongoing refinement of the SANDAG transportation system performance measurement process and the project evaluation criteria used in development of the Regional Transportation Plan and in prioritizing projects for funding in the Regional Transportation Improvement Program (RTIP).

• On an annual basis, review ongoing SANDAG system performance evaluations, including the State of the Commute report, and provide an independent analysis of information included in that report.

• Review and comment on the programming of TransNet revenues in the RTIP.

• 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.

• 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.
Membership

• 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 of experience in a relevant and senior decision-making position in the government or private sector.

• 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.

• 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.
Current Membership on the
TransNet Independent Taxpayer Oversight Committee

Terms Expiring May 2020

Kai Ramer, Chair  
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.

Gregg Sadowsky  
Greg is serving in the ITOC position for a professional with experience in real estate, land economics, and/or right-of-way acquisition. He will draw upon his 34 years of experience in commercial real estate, operations, and development experience. Gregg is a licensed real estate broker and has served as a member of a variety of real estate and other community organizations. Gregg lives in the Carmel Valley area of San Diego.

Terms Expiring May 2021

Vacant  
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.

Terms Expiring May 2022

Michael Kenny, Vice Chair  
Michael is serving in the ITOC position for a licensed architect or civil/traffic engineer with experience in transportation and/or urban design. Michael is a Civil and Traffic Engineer with over 28 years of experience. He has worked for both private and public entities and has served as City Traffic Engineer for several cities. Michael lives in the Rolando neighborhood of San Diego.
Terms Expiring May 2023

Dustin Fuller
Dustin is serving in the ITOC position for a professional in biology or environmental science with demonstrated experience in environmental regulations and major project mitigation requirements and/or habitat acquisition and management. He is a Senior Environmental Planner with the 22nd District Agricultural Association. Dustin has more than 15 years of experience in the environmental planning field, including coordination with resource agencies, preparation of environmental documents, and permit processing. He currently serves as a member of the Association of Environmental Professionals. Dustin is a Clairemont resident working in Del Mar.

Stewart Halpern
Stewart 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 has over 30 years of experience in various aspects of financial decision-making, managing external auditors, budgeting, and financial analysis. Stewart has served as a senior financial executive for major Wall Street firms with a focus on tax-exempt entity financing. He currently serves as a member of the Board of Directors of San Diego Coastkeeper and as a member of the SANDAG Audit Committee. Stewart lives and works in the La Jolla area of San Diego.
TransNet Independent Taxpayer Oversight Committee: Appointment of Members

Overview
The membership of the ITOC consists of seven voting members, each of whom represents a specified area of expertise. There are currently three positions on the ITOC committee which are either vacant or due to expire in the near term. The term for the Private Sector/Chief Executive Officer position is currently vacant and expires in May 2021. The term for the Licensed Engineer position expires in May 2020. The term for the Real Estate/Right-of-Way category position also expires in May 2020. The incumbent in this category is eligible to be reappointed.

Applications for the vacant positions were requested from individuals interested in serving on the ITOC through an open, publicly noticed solicitation process.

Key Considerations
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.

Consistent with the TransNet Extension Ordinance, the Technical Screening Committee reviewed all seven applications received. The Technical Screening Committee’s recommendation memo and applications for each recommended candidate are included as Attachment 1. Additional information regarding the selection process is included in Attachment 2.

The candidates recommended for consideration by the Technical Screening Committee have been notified of the April 24, 2020, Selection Committee meeting, and are anticipated to participate in the meeting.

Next Steps
Following the Selection Committee’s consideration of applications, all applicants would be notified of the final selection results. The successful candidate in the Private Sector/Chief Executive Officer category, a mid-term appointment ending May 2021, would begin serving in May 2020. The incumbent seeking reappointment and the individual selected for the Licensed Engineer category would begin serving their respective terms in June 2020. Should the Selection Committee be unable to reach agreement on a candidate.

Action: Appoint
The Selection Committee for the TransNet Independent Taxpayer Oversight Committee (ITOC) is asked to consider:

1) reappointment of current ITOC member in the Real Estate/Right-Of-Way category; and

2) appointment of one ITOC member each in both the Private Sector/Chief Executive Officer and Licensed Engineer categories.

Fiscal Impact:
Consistent with TransNet Extension Ordinance provisions, Independent Taxpayer Oversight Committee (ITOC) members shall serve without compensation except for direct expenses (parking/mileage for attendance at meetings) related to the work of the ITOC.

Schedule/Scope Impact:
The newly selected member for the Private Sector/Chief Executive Officer position is anticipated to begin serving in May 2020, and the Licensed Engineer and Real estate positions are anticipated to begin serving their terms in June 2020.
from the qualified candidates recommended by the Technical Screening Committee, the Selection Committee shall request the Technical Screening Committee recommend two additional qualified candidates for consideration, and the same selection process outlined above for new members would be initiated.

José Nuncio, TransNet Department Director

Key Staff Contact: Ariana zur Nieden, (619) 699-6961, arianazurnieden@sandag.org
Julie Barajas, (619) 595-5386, julie.barajas@sandag.org

Attachments: 1. Technical Screening Committee Recommendation Memo including Candidate Applications
2. Discussion Memo
March 3, 2020

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

FROM: Technical Screening Committee

SUBJECT: Recommendation of ITOC Candidates

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, Executive Director, Southern California Association of Governments
- Mark Baza, Executive Director, Imperial County Transportation Commission
- Wm. Joel King, Assistant Vice Chancellor, Campus Architect, UC San Diego

Request for Appointment and Reappointment

Consistent with the Extension Ordinance, the Technical Screening Committee met via telephone conference call on February 25, 2020, to discuss candidate applications.

A total of seven applications were received for the following two positions:

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 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 Screening Committee commented on the well qualified applications received from all candidates. 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.

The Technical Screening Committee recommends two candidates each for the Private Sector/Chief Executive Officer and Licensed Engineer categories be advanced for consideration by the Selection Committee based on their qualifications.

The candidates for the Private Sector/CEO position are:

- Robert Dameron – Technical Screening Committee members considered Mr. Dameron’s experience in the private consulting engineering sector. They also noted Mr. Dameron’s additional education and training in leadership and...
management roles. In addition, the Committee considered Mr. Dameron’s affiliation with various professional associations.

- **Afsaneh (Sunnie) House**– Technical Screening Committee members considered Ms. House’s vast experience as a transportation professional, spanning more than 36 years, which includes executive level leadership roles totaling more than 23 years. The Committee also considered Ms. House’s unique insight and perspective gained through serving public sector planning and transportation agencies and affiliation with various professional associations.

The candidates for the Licensed Engineer position are:

- **Maryam Babaki** – Technical Screening Committee members considered Ms. Babaki’s extensive engineering experience in the public and private sectors, serving several jurisdictions, local and state level department of transportation agencies. The Committee also noted Ms. Babaki previously served on the ITOC from May 2005 through May 2009.

- **Les Hopper** – Technical Screening Committee members considered Mr. Hopper’s extensive engineering experience in the public and private sectors, serving in a senior decision-making capacity for more than 30 years. The Committee also considered Mr. Hopper’s affiliation with various professional associations, currently serving as chair of the American Council of Engineering (ACEC).

**Conflicts of Interest Review**

Technical Screening Committee members noted applicant’s affiliations with business entities that may present potential conflicts of interest should they be appointed. Based on SANDAG Board Policy, as well as guidance from SANDAG’s Office of General Counsel (OGC), staff noted that the possibility of a potential conflict of interest does not automatically require disqualification of an applicant.

**Requests for Reappointment**

Consistent with the TransNet Extension Ordinance, the ITOC member currently serving in the position below applied by the submittal deadline to continue as a member of the ITOC for Selection Committee approval as follows:

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

The Technical Screening Committee noted Mr. Sadowsky has strong qualifications and relevant expertise in his respective subject matter. The Committee considered Mr. Sadowsky’s attendance record and willingness to participate on various ITOC subcommittees. In addition, Technical Screening Committee members considered continuity and the benefit of having experienced members with institutional
memory on the ITOC to provide meaningful input based on their knowledge of the TransNet program over the years.

The Technical Screening Committee recommends the reappointment of Mr. Sadowsky for consideration by the Selection Committee.

AZU/
Independent Taxpayer Oversight Committee

Applicants Requesting Appointment
Applicant name: Babaki, Maryam

Position: A licensed engineer with appropriate credentials in the field of transportation project design or construction.
Application submission

To submit your application, please complete and submit the following information to the office listed below no later than February 14, 2020:

1. All eight pages of the completed and signed application form;
2. A copy of your resume
3. A completed and signed Statement of Economic Interests (Form 700), and
4. Any additional information you believe relevant to your application.

SANDAG
Attn: Ariana zur Nieden
401 B Street, Suite 800
San Diego, CA 92101

If submitted by email: ariana.zurnieden@sandag.org
(with a subject line of “SANDAG Independent Taxpayer Oversight Committee”)

Your application is deemed submitted when you receive an acknowledgement from SANDAG.

If you need additional space to answer any of the following questions, please provide the information in an attachment.

Section A – General information

Title □ Mr. □ Ms.
Name (last, first, middle) Babaki, Maryam
Email address
Primary telephone number
Number Specify type: □ Mobile □ Work □ Home
Alternative telephone number (optional)
Number Specify type: □ Mobile □ Work □ Home
Current address (number, street, city, state, ZIP code)
Section B – Licenses or certifications relevant to the position

Please list the type of license or certificate, issuing state/entity, license number, date of issue/expiration date:

Professional Engineering License C41735

Section C – Education (college/university or other education history)

Please list the school, degree, major, year earned:

Bachelor of Science, Civil engineering, San Diego State University 1984
Master of Business Administration, MBA California State University, East Bay 2004

Section D – Civic/community/volunteer experience over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

Member and Chair of Traffic Safety Commission, City of Encinitas, CA 2014-2017
Member and Chair of ITOC (SANDAG) 2005-2007

Section E – Professional/other relevant organizations over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

8/2019-present Building Commissioner for Rancho Santa Fe Association
3/2014-8/2019 Director of Public Works and Development Services, City of Commerce, CA
12/2011-3/2014 Director of Engineering, City of San Marcos, CA

Section F – Three references familiar with your qualifications for this appointment

Please list the reference name, your association with reference, reference telephone number:

Chris Zapata, City Manager, City of Anaheim, Previous Supervisor 619-240-5620
Jorge Rifa, City Manager (retired) City of Commerce, Previous Supervisor 831-682-2461
Chief Manuel Rodriguez, Chief of Police, (retired) City of National City, Colleague 619-746-2667
Section G – Vacancy available

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are VACANT. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

- ✔ 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.

  I have more than 30 years of experience in public and private management and engineering. I currently serve as the Building Commissioner for the Rancho Santa Fe Association. Prior to that, I directed the work of City of Commerce Public Works and Development Services Department where I was responsible for the overall physical development of the City and a $120 million 5-year CIP program. Prior to that, I was the Director of Engineering for the City of San Marcos. Previous to that, I was the Director of Development Services/City Engineer for the City of National City. As the principal of my own firm, I managed major construction projects for public and private clients. As the Assistant Director of the Newark Airport for the Port Authority of New York-New Jersey, I managed the team in delivery of the transportation and terminal expansion projects. I was a member of the executive team for Baltimore City Department of Transportation directing projects for the City of Baltimore. I also worked for Caltrans for sixteen years and as a Caltrans Project and Construction Manager, I managed and delivered, Tax Measure-funded projects, negotiated multi-party agreements, directed Caltrans engineers and consultants, and administered large construction contracts.

- ☐ 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.

- ☐ A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, IS/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

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

☐ 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.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐  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.
Section H – About yourself, as related to the job position

Please respond as concisely as possible. Applications will not be judged on length of response.

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

I am a San Diego State University Graduate, and although I moved away five years after graduation, I came back to San Diego in 2005 and have lived here since. In the years that I was away, I had the opportunity to live and work in many parts of the Country from the East Coast to West Coast. We came back to San Diego because not only it is our home, but also, as our experience in the rest of the country showed, it is one of the finest cities in the Country. San Diego has changed tremendously since my college days. While sometimes I miss the quieter city of the past, I am enthralled that San Diego has been dynamic and forward looking in its growth. As San Diego growth is inevitable, I would like to be able to help shape and contribute as it finds its way through its future growth.

I believe with my background and understanding of Measure Funded projects, and my care for the future of San Diego, I can be of contribution to SANDAG, ITOC, and ultimately to the residents of San Diego.

II served on ITOC from 2005 to 2007 when it was originally formed. At that time, we were the very first ITOC group. We had to navigate our way into understanding our responsibilities, defining our roles, and setting up policies and procedures to help us move forward. It was a very interesting and eventually very rewarding process. Since then, I have also had the opportunity to sit on the other side of the table and be the lead staff working with taxpayer oversight group. In 2013, City of Commerce passed a half cent sales tax (Measure AA) that was earmarked primarily for infrastructure improvements. As the Public Works and Development Services director for the City of Commerce, I worked with Measure AA Committee that provided oversight over the overall program, schedule and status of projects, funding requirements, and approval of requests for schedule, scope, or funding changes. Furthermore, as a Caltrans project manager I managed several Tax-funded programs including Measure C projects for Caltrans and CCTA (Contra Costa Transportation Authority) and construction of several Measure A projects for Caltrans and ACTA (Alameda County Transportation Authority). I hope to bring the benefit of my experience to help with analyzing complex issues and work with the ITOC members and the SANDAG staff to advance projects and bring the best results for San Diego and its future.

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

EDUCATION&LICENSE
- Bachelor of Science Civil Engineering, San Diego State University, San Diego, 1984
- Master of Business Administration (MBA), CSU East Bay, Hayward, CA, 2004
- Professional Engineering License, California No. C41735

SERVICES
- Chair of SANDAG Independent Taxpayer Oversight Committee (2005-2007)

Experience:
- Building Commissioner, Rancho Santa Fe Association, Rancho Santa Fe, CA (8/19-Present)
- Director of Development Services and Public Works/City Engineer (3/2014-8/2019), City of Commerce, CA
- Director of Development Services/City Engineer (7/2007-12/2011), City of National City, CA
- Principal, PMCS Company (1/2005-7/2007) San Diego, CA
- Chief, Engineering and Construction (10/2003-12/2005), Baltimore City Department of Transportation, Baltimore, Maryland
- Program Manager (1/2001-9/2003), Infrastructure Division, Loris and Associates (Boulder, CO)
- Construction Manager (10/1999-9/1999) Caltrans, Alameda County, CA
- Project Manager (1990-1995) Caltrans, Contra Costa County, CA
- Assistant and Associate Engineer (1985-10/88), Caltrans, San Diego

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

EDUCATION&LICENSE
- Bachelor of Science Civil Engineering, San Diego State University, San Diego, 1984
- Master of Business Administration (MBA), CSU East Bay, Hayward, CA, 2004
- Professional Engineering License, California No. C41735

SERVICES
- Chair of SANDAG Independent Taxpayer Oversight Committee (2005-2007)

Experience:
- Building Commissioner, Rancho Santa Fe Association, Rancho Santa Fe, CA (8/19-Present)
- Director of Development Services and Public Works/City Engineer (3/2014-8/2019), City of Commerce, CA
- Director of Development Services/City Engineer (7/2007-12/2011), City of National City, CA
- Principal, PMCS Company (1/2005-7/2007) San Diego, CA
- Chief, Engineering and Construction (10/2003-12/2005), Baltimore City Department of Transportation, Baltimore, Maryland
- Program Manager (1/2001-9/2003), Infrastructure Division, Loris and Associates (Boulder, CO)
- Construction Manager (10/1999-9/1999) Caltrans, Alameda County, CA
- Project Manager (1990-1995) Caltrans, Contra Costa County, CA
- Assistant and Associate Engineer (1985-10/88), Caltrans, San Diego

II served on ITOC from 2005 to 2007 when it was originally formed. At that time, we were the very first ITOC group. We had to navigate our way into understanding our responsibilities, defining our roles, and setting up policies and procedures to help us move forward. It was a very interesting and eventually very rewarding process. Since then, I have also had the opportunity to sit on the other side of the table and be the lead staff working with taxpayer oversight group. In 2013, City of Commerce passed a half cent sales tax (Measure AA) that was earmarked primarily for infrastructure improvements. As the Public Works and Development Services director for the City of Commerce, I worked with Measure AA Committee that provided oversight over the overall program, schedule and status of projects, funding requirements, and approval of requests for schedule, scope, or funding changes. Furthermore, as a Caltrans project manager I managed several Tax-funded programs including Measure C projects for Caltrans and CCTA (Contra Costa Transportation Authority) and construction of several Measure A projects for Caltrans and ACTA (Alameda County Transportation Authority). I hope to bring the benefit of my experience to help with analyzing complex issues and work with the ITOC members and the SANDAG staff to advance projects and bring the best results for San Diego and its future.
1. I believe with my background and understanding of Measure Funded projects, and my care for the future of San Diego, I can be of contribution to SANDAG, ITOC, and ultimately to the residents of San Diego.
Section I – Affiliations

To the best of your knowledge, have you currently, or have you ever been, affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present an actual, potential, or apparent conflict of interest should you be appointed? An example would include, but not be limited to, a contract with SANDAG.

☐ Yes (if “Yes”, please explain below) ☑ No

Section J – Financial holdings and property

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present an actual, potential, or apparent conflict of interest should you be appointed?

☐ Yes (if “Yes”, please explain below) ☐ No
**Applicant certifies**

All statements in this application are true and correct to the best of my knowledge and belief. I understand that false or misleading answers are cause for rejection of this application.

By submitting my application to SANDAG, I authorize employers, schools, law enforcement agencies, and other individuals and organizations named in this application to provide candid and full information regarding my work record, job performance, volunteer work or service as a public official, character, ability, and fitness to authorized employees of SANDAG. I understand that the information may be positive, negative, confidential, and/or privileged in nature and may be used by SANDAG in any phase of the application process. I release current and previous employers, schools, law enforcement agencies, individuals, organizations, and SANDAG and its employees/representatives from any liability and/or damages that may result from the release, receipt, or use of requested information.

By checking the “I agree” box below, I hereby certify that I have read and understood the instructions, conditions, and other information provided in this document.

<table>
<thead>
<tr>
<th>I agree</th>
<th>Signature (please type name)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td>Maryam Babaki</td>
<td>2/11/2020</td>
</tr>
</tbody>
</table>

Please feel free to provide additional information or letters of endorsement.

Thank you for your interest in serving on the SANDAG Independent Taxpayer Oversight Committee.
EDUCATION & LICENSE
▪ Bachelor of Science Civil Engineering, San Diego State University, San Diego, 1984
▪ Master of Business Administration (MBA), CSU East Bay, Hayward, CA, 2004
▪ Professional Engineering License, California No. C41735

SERVICES
▪ Chair of SANDAG Independent Taxpayer Oversight Committee (2005-2007)

AWARDS
▪ 2017 American Planning Association (APA) award for Green Zone Action Plan.
▪ 2017 Southern California Association of Governments (SCAG) Honorable Mention Sustainability award for Rosewood Neighborhood Connectivity Project.
▪ 2017 Southern California APWA Project of the Year award for Washington Blvd Widening.
▪ 2018 Southern California APWA Project of the Year Award for Washington Blvd/I-5 Freeway Interchange Beautification and Reconstruction.

PROFESSIONAL SUMMARY

I have more than 30 years of experience in the field of public and private management and engineering. I currently serve as the Building Commissioner for the Rancho Santa Fe Association. Prior to that, as a member of City’s core leadership team, I directed the work of City of Commerce Public Works and Development Services Department where I was responsible for the overall physical development of the City and a $120 million 5-year CIP program. I directed the work of Engineering including CIP, Storm Water programs, Traffic Engineering, Development Reviews, Construction Management and Inspections, as well as Facilities, Public Works Operations, Planning, Building and Housing Departments. I was also responsible for current and future planning, environmental reviews, conditions of approval, guidance on California Building code, managing and implementing the City’s housing programs, and fostering economic development.

Prior to the City of Commerce, I was the Director of Engineering for the City of San Marcos with a capital improvement budget of $105 million and an ambitious public and private development program. Previous to that, I was the Director of Development Services/City Engineer for the City of National City, directing the Engineering, Planning and Building Departments. As the principal of my own firm, I managed major construction projects for public and private clients. As the Assistant Director of the Newark Airport for the Port Authority of New York-New Jersey, I managed the consultant team in delivery of the transportation and terminal expansion of the Airport. I was a member of the executive team for Baltimore City Department of Transportation. As a Caltrans Project and Construction Manager I negotiated multi-party agreements, directed Caltrans engineers and consultants, and administered large construction contracts. I have been responsible for developing and managing department budgets, large CIP programs, efficient and customer friendly operations and collaborative development agreements and negotiations. I have a successful track record in bringing outstanding leadership and strong managerial skills by identifying innovative solutions to complex problems, implementing continuous improvement principles, and producing exceptional results by establishing partnerships with the stakeholders.
Professional Experience

Building Commissioner, Rancho Santa Fe Association, Rancho Santa Fe, CA (8/19-Present)

- Responsible for reviewing and approving all construction projects submitted by members and business entities of the Rancho Santa Fe Association. Analyze projects for compliance with the Rancho Santa Fe Covenant, and relevant County of San Diego County Building Codes and Engineering Standards.
- Liaison to Covenant Design Review Committee and reporting to the Board of Directors, I am responsible for reviewing, evaluating, and drafting code language to update all Covenant Governing documents to adhere to current laws, codes and standards.

Director of Development Services and Public Works/City Engineer (3/2014-8/2019), City of Commerce, CA

- Responsible for establishing, staffing and leading the newly reorganized department to fulfill Council’s vision of a pro-active, progressive and responsive organization.
- Directing the work of the Department that was comprised of Engineering including $120 million Infrastructure and Facilities CIP, Development Reviews and negotiations for a very large private development program (26-acre Citadel expansion as well as 10-acre Casino Joint Venture development), Traffic Engineering, Storm water Management, Construction Management and Inspections, with emphasis on fiscal and environmental sustainability. I was also responsible for Planning (Current and Future), Building, Environmental, Housing, and Economic Development.
- Worked with regional partners including LA Metro, Caltrans, SCAG, and High-Speed Rail for projects and impact mitigation to the City of Commerce. Also securing sources of funding for various projects including $10 million Measure R funds for Washington Blvd., $1.5 million Measure R funds for Atlantic Blvd., $3.7 million earmark for I-5 related improvements, $1 million HSIP for the citywide traffic improvements, and $250,000 of ATP funds for Slauson/Gage Intersection.
- I started initiatives such as Green Zone Implementation Program, General Plan Update, Billboard ordinance, CIP prioritization through ranking, $42 million Washington Blvd construction, re-establishing City housing programs, City Branding and Beautification program, Citywide Bike and Pedestrian Master Plan, City wide ADA Compliance plan, several Specific Plans with emphasis on economic development through infrastructure development, sustainability, and revitalization through adaptive reuse.

Director of Engineering, CA (12/2011-3/2014), City of San Marcos, CA

- Managed $105 million 5-year CIP, Development reviews, Development Agreements and negotiations Transportation and Traffic Engineering, a very large Storm water Program, Construction management and inspections, and Environmental Permitting activities.

Director of Development Services/City Engineer (7/2007-12/2011), City of National City, CA

- A member of the City Executive Team and responsible for directing and managing the work of Planning (current and future), Building, Engineering including CIP, Traffic and Transportation Engineering, Storm water management, Development Reviews and negotiations, Construction and inspections, and maintenance programs.
Principal, PMCS Company (1/2005-7/2007) San Diego, CA

- As owner/principal I provided engineering and management consulting and services to a variety of public and private clients including construction administration of $15 million Pacific Street Bridge construction for the City of Oceanside, California.

Chief, Engineering and Construction (10/2003-12/2005), Baltimore, Maryland

- Managed 140-employee Department and was responsible for managing and directing the work of the department and the design work of more than 200 consultant contracts and over $250 million in construction contracts and development throughout the City.


- Manager of newly established Infrastructure Group, I managed all aspects of the group projects from marketing and preparation of proposals to sub-consultant selection, design oversight, budget management, business development and client interface.


- Assistant to the Director of Newark Airport expansion program. I provided oversight and coordination of the work and budgeting of Port Authority engineering project managers, architects and consultants for the $200 million element of the $3 billion program.

Construction Manager (10/1995-9/1999) Caltrans, Alameda County, CA

- Construction Manager for Measure A-funded construction contracts in Alameda County including $22 million Thornton Ave. Interchange Reconstruction, $12 million Alvarado Fremont Interchange Reconstruction, and $13 million Mowry Ave. Interchange Reconstruction. My work included supervising three resident engineers and twenty staff members, approving and negotiating contract change orders, resolving contractor claims, and presenting at dispute resolution boards.

Project Manager (1990-1995) Caltrans, Contra Costa County, CA

- Managed design, construction and budgets of a 22 different Measure C-funded projects in Contra Costa County including the $38-million multi-modal project of widening and grade-lowering of Route 4 for the construction of BART (Bay Area Rapid Transit) in the median and $25-million BART Station at the termini in Bay Point. Included extensive cooperative and funding agreements with a variety of cities, State and Federal government and BART.


- Responsible for delivery and PS&E bid documents for six different projects in San Mateo County.

Assistant and Associate Engineer (1985-10/88), Caltrans, San Diego

- Responsible for planning and design of a number of Caltrans projects in the San Diego region.
Applicant name:  **Hopper, Les**

Position:  **A licensed engineer with appropriate credentials in the field of transportation project design or construction.**
APPLICATION TO SERVE ON THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

(This is a fill-in PDF form)

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than February 14, 2020:

1. All eight pages of the completed and signed application form;
2. A copy of your resume;
3. A completed and signed Statement of Economic Interests (Form 700), and
4. Any additional information you believe relevant to your application.

SANDAG
Attn: Ariana zur Nieden
401 B Street, Suite 800
San Diego, CA 92101

If submitted by email: ariana.zurnieden@sandag.org
(with a subject line of “SANDAG Independent Taxpayer Oversight Committee”)

Your application is deemed submitted when you receive an acknowledgement from SANDAG.
If you need additional space to answer any of the following questions, please provide the information in an attachment.

Section A – General information

Title  ☐ Mr.  ☐ Ms.
Name (last, first, middle)  Hopper, Les, W
Email address
Primary telephone number
Number  ☐ Specify type:  ☐ Mobile  ☐ Work  ☐ Home
Alternative telephone number (optional)
Number  ☐ Specify type:  ☐ Mobile  ☐ Work  ☐ Home
Current address (number, street, city, state, ZIP code)
Section B – Licenses or certifications relevant to the position

Please list the type of license or certificate, issuing state/entity, license number, date of issue/expiration date:

<table>
<thead>
<tr>
<th>License Type</th>
<th>State/Entity</th>
<th>License Number</th>
<th>Date of Issue/Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA Registered Civil Engineer</td>
<td>CA</td>
<td>CA43994</td>
<td>exp June 30 2021</td>
</tr>
<tr>
<td>NV Registered Civil Engineer</td>
<td>NV</td>
<td>NV13610</td>
<td>exp June 30 2021</td>
</tr>
</tbody>
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Section C – Education (college/university or other education history)

Please list the school, degree, major, year earned:

<table>
<thead>
<tr>
<th>School</th>
<th>Degree</th>
<th>Major</th>
<th>Year Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapman University Orange County</td>
<td>Masters of Business Administration</td>
<td></td>
<td>1993</td>
</tr>
<tr>
<td>San Diego State University</td>
<td>BS Civil Engineering</td>
<td></td>
<td>1986</td>
</tr>
</tbody>
</table>

Section D – Civic/community/volunteer experience over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

All of my community work has involved my paddling sports and either raising money for cancer research or coaching kids programs.
I founded the San Diego Dragon Boat Team (501-c3) and started a yearly race on Mission Bay in which a portion of the proceeds are donated to a cancer charity.
I volunteered with San Diego Canoe and Kayak (another non profit) to develop and coach the kids canoe and SUP programs.
My wife and I have run a kids paddle race in Bonita Cove every January for 18 years (for canoe, kayak, sup, and outrigger) to promote the sports with prizes for every child.
Last September I went to Chengdu China on behalf of the International Cultural Exchange in Los Angeles and put on the first ever Stand Up paddle board event in Mainland China. This event focused on youth paddling clubs there, but also featured world class athletes in an exhibition race. We had over 70 children aged 7-12 as well as teens and young adults.

Section E – Professional/other relevant organizations over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>City/State</th>
<th>Activity/Type of Work</th>
<th>Dates (From/To)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WTS San Diego Board Member</td>
<td></td>
<td></td>
<td>2017- Present</td>
</tr>
<tr>
<td>WTS Nevada Advisory Officer</td>
<td></td>
<td></td>
<td>2018-Present</td>
</tr>
<tr>
<td>San Diego Transportation Development Association (Past President 2016-17)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SANDAG Transportation Liaison Committee</td>
<td></td>
<td></td>
<td>2018-2020</td>
</tr>
<tr>
<td>CA APWA member</td>
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<tr>
<td>CA ACEC member</td>
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</tbody>
</table>

Section F – Three references familiar with your qualifications for this appointment

Please list the reference name, your association with reference, reference telephone number:

<table>
<thead>
<tr>
<th>Reference Name</th>
<th>Association with Reference</th>
<th>Reference Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Joe Hull, D11 Deputy District Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Richard Chavez, SANDAG Principal Engineer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Abi Palaseyed, City of San Diego Deputy Director</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section G – Vacancy available

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are VACANT.

Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ 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.

I am entering my 40th year of continuous work as a Civil/Transportation engineer. And in the course of those years I have worked on both public and private sector projects large and small in every capacity from project engineer to principal-in-charge. I also spent five years as an employee of Caltrans District 11 in the Design and Environmental branches, and consequently have a working understanding of the Agency side of Transportation development. As a consultant, I have managed and participated in projects ranging from smaller Active Transportation projects (bike paths and multi-use trails) to Alternative Delivery (SR-125/Mid Coast). I have been a contract manager for large on-call procurements for SANDAG and Caltrans valued in the tens of millions of dollars. Finally, I have been in a senior decision making capacity for over 30 years, and have held title of Vice President or Principal since 2000.

☐ 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.

☐ A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

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

- 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.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐  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.
Section H – About yourself, as related to the job position

Please respond as concisely as possible. Applications will not be judged on length of response.

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

Honestly I think there are several reasons. First, after working in the Engineering industry for so many years in management, operations, and business development as a consultant, I'm looking for some logical next steps to help serve and give back to our industry. That is a nice segue to the second reason, which is that I strongly believe in the Transnet program and the regional improvements that it is charged with implementing. I have worked hard to help advocate for the tax measures each time, and I know from experience that there can be mis-perceptions in the public domain with respect to the program. Serving on the Oversight Committee would be a perfect opportunity for me to help change those perceptions. Finally, I have been a resident in San Diego for over thirty years, and I have been a firsthand witness to the incredible growth and subsequent constraints that have been put on our transportation system. Our region needs to take the next steps to improve all modes of transportation and make San Diego the world class city that it is. What better way to help than to help SANDAG implement that vision through ITOC?

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

I began my career here as a hand drafter when we used Rapidograph pens to draw improvement plans on mylar sheets. Since that beginning I have worked in just about every capacity in the transportation development process- designer, engineer, manager, principal. The projects I have worked on include highway, freeway, rail, light rail, and alternative delivery. I have also worked on large scale development projects such as the 5-star Grand Del Mar hotel, and can bring that understanding to bear as well. The end result is that I am well versed in the planning and development processes no matter the vehicle used to accomplish the result- public or private. I am also very comfortable with public speaking, and team communication skills learned through large scale project management. Finally, I began my career in emergency medicine, so I'm pretty good at triage and don't rattle easily!

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

For this response I would go back to my answer to question #1, which is simply that I very much want to see the Transnet program flourish and achieve the results that our citizens envisioned when approving the sales tax measures. Having a voice and a means to help ensure that success seems like a good goal to me. That is what I want to accomplish with my service.
Section I – Affiliations

To the best of your knowledge, have you currently, or have you ever been, affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present an actual, potential, or apparent conflict of interest should you be appointed? An example would include, but not be limited to, a contract with SANDAG.

☐ Yes (If “Yes”, please explain below) ☐ No

I was the contract manager for several SANDAG A&E on call procurements while at other firms. Those include:
Contract # 5001908 (2015-2016)
Contract # 5001906 (2011-2015)
Contract # 5000925 (2008-2015)

My current company holds a Medium on-call contract (5007809)

Section J – Financial holdings and property

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present an actual, potential, or apparent conflict of interest should you be appointed?

☐ Yes (If “Yes”, please explain below) ☐ No
**Applicant certifies**

All statements in this application are true and correct to the best of my knowledge and belief. I understand that false or misleading answers are cause for rejection of this application.

By submitting my application to SANDAG, I authorize employers, schools, law enforcement agencies, and other individuals and organizations named in this application to provide candid and full information regarding my work record, job performance, volunteer work or service as a public official, character, ability, and fitness to authorized employees of SANDAG. I understand that the information may be positive, negative, confidential, and/or privileged in nature and may be used by SANDAG in any phase of the application process. I release current and previous employers, schools, law enforcement agencies, individuals, organizations, and SANDAG and its employees/representatives from any liability and/or damages that may result from the release, receipt, or use of requested information.

By checking the "I agree" box below, I hereby certify that I have read and understood the instructions, conditions, and other information provided in this document.

I agree [✓] Signature (please type name) Date

Les Hopper 02/14/20

Please feel free to provide additional information or letters of endorsement.
Thank you for your interest in serving on the SANDAG Independent Taxpayer Oversight Committee.
Les Hopper PE  
Transportation Services Director

Mr. Hopper has more than 40 years of hands-on experience in the management, planning, permitting, and design of both public and private projects from inception through construction. Public project types include roadways, interchanges, bike facilities, and rail improvements. Private project examples include buildings, commercial, industrial, and housing developments. He brings specialization in the coordination of owner, multiple agencies and stakeholders on large scale complex projects, with an emphasis on gaining approvals through each process milestone. A few of Mr. Hopper’s representative projects include:

SANDAG On-Call Services Contract #5000925 San Diego, CA: Contract Manager and Task Order (TO) manager for over 40 assigned TOs on SANDAG Contract # 5000925. Sample task orders include Independent Cost Estimates, Chula Vista LRT Corridor Improvement Study, Poinsettia Coaster Station Run-thru Track and Pedestrian Grade Separation, San Ysidro Rail Yard Improvements, Bayshore Bikeway Segments 4, 5, 7, 8A, Mid Coast PMC, Plaza Bonita Bike Path, and Carlsbad Village Double Track.

The Grand Del Mar, San Diego, CA: Civil Project Manager  
The project entailed a 390-acre golf course, 300-room, 5-star resort hotel located in the Del Mar Mesa area of San Diego. Mr. Hopper’s responsibilities included site design of 2.8 million cubic yards grading, 18,000 1.f. of streets, resort clubhouse and hotel, and 134 luxury residential homes within the property’s varied topography, sensitive habitat and wildlife corridors. Services included 4-d, 1603 and individual 404 resource permitting, master planning, tentative and final mapping, water, sewer and storm drain master plans for all of Del Mar Mesa (Subarea 5), final engineering and construction survey.

West Mission Bay Drive over San Diego River, San Diego, CA (2010-Current): Project Manager responsible the preliminary engineering, PSR, PA/ED, and PS&E for a 1,300’-long steel plate girder bridge with a reinforced concrete deck over the River. The project also includes a Class I Bike Path on both sides of the bridge along with regional connections. All work is located within the City and State ROW and the team worked closely with the City of San Diego and Caltrans Local Assistance to gain approvals for this federally-funded project.

SR-56, San Diego, CA  
Assistant Project Manager in charge of a $170 million project connecting existing freeway segments in Carmel Valley and Rancho Peñasquitos and subsequently functioned as Design Manager for the final design. This project required coordination between the City of San Diego, County, Caltrans, and local interest groups. Mr. Hopper was also responsible for the 5.5-mile bike path design and the community outreach program.

SANDAG On-Call Services Contract #5001908, San Diego, CA: Contract Manager on this medium size on-call for SANDAG valued at $15M. Task orders were focused on Transit and Rail services and included LOSSAN Program Management, Rail Corridor Design Standards Development, Various PSR’s, Beyer Boulevard Track Improvements, and the Oceanside Quiet Zone.
Applicant name:  **Dameron, Robert**

Position: **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.**
### Application submission

To submit your application, please complete and submit the following information to the office listed below no later than February 14, 2020:

1. All eight pages of the completed and signed application form;
2. A copy of your resume
3. A completed and signed Statement of Economic Interests (Form 700), and
4. Any additional information you believe relevant to your application.

SANDAG  
Attn: Ariana zur Nieden  
401 B Street, Suite 800  
San Diego, CA 92101  

If submitted by email: ariana.zurnieden@sandag.org  
(with a subject line of “SANDAG Independent Taxpayer Oversight Committee”)

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<table>
<thead>
<tr>
<th>Section A – General information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
</tr>
<tr>
<td>Name (last, first, middle)</td>
</tr>
<tr>
<td>Email address</td>
</tr>
<tr>
<td>Primary telephone number</td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Alternative telephone number (optional)</td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Current address (number, street, city, state, ZIP code)</td>
</tr>
</tbody>
</table>

Section B – Licenses or certifications relevant to the position

Please list the type of license or certificate, issuing state/entity, license number, date of issue/expiration date:

<table>
<thead>
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<th>Issuing State/Entity</th>
<th>License Number</th>
<th>Date of Issue/Expiration Date</th>
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<tbody>
<tr>
<td>PE, Civil Engineering, California</td>
<td>Lic. #38038</td>
<td>1984</td>
<td>Expires March, 2021</td>
</tr>
<tr>
<td>Also have PE’s in New York and Florida</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate Broker, California</td>
<td>Lic. # 01465485</td>
<td>Expires November, 2020</td>
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Section C – Education (college/university or other education history)

Please list the school, degree, major, year earned:

<table>
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<tr>
<th>School</th>
<th>Degree</th>
<th>Major</th>
<th>Year Earned</th>
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<tbody>
<tr>
<td>U.C. Davis</td>
<td>B.S. in Civil Engineering</td>
<td>1980</td>
<td>graduated First in Class</td>
</tr>
<tr>
<td>U.C. Berkeley</td>
<td>M.S. in Civil Engineering</td>
<td>1982</td>
<td>highest honors</td>
</tr>
<tr>
<td>San Diego State Univ.</td>
<td>MBA (Finance &amp; Mgt.)</td>
<td>1994</td>
<td>Beta Gamma Sigma Honors</td>
</tr>
<tr>
<td>Senior Executive Institute of American Council of Engineering Companies</td>
<td>2009</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section D – Civic/community/volunteer experience over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

<table>
<thead>
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<th>Organization Name</th>
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<th>Activity/Type of Work</th>
<th>Dates (from/to)</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego Coastkeeper</td>
<td>San Diego/CA</td>
<td>Organized and Led Group Activity Beach Clean-ups for DwellWell Realty and other Volunteers</td>
<td>2015 through 2019</td>
</tr>
<tr>
<td>Habit for Humanity</td>
<td>Sacramento/CA and Galt/CA</td>
<td>active</td>
<td>1999-2008 (but not in last 5 years); participated in home-builds and fundraising in Galt and a 2-week full-time build in Taos, New Mexico</td>
</tr>
</tbody>
</table>

Section E – Professional/other relevant organizations over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>City/State</th>
<th>Activity/Type of Work</th>
<th>Dates (from/to)</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Society of Civil Engineers</td>
<td>active Member for more than 25 years.</td>
<td>Participation in ACEC (local chapter and SEI)</td>
<td>last 15 years.</td>
</tr>
<tr>
<td>Past Member of American Concrete Institute</td>
<td>Committee 447</td>
<td>Editor Review Board for Institute of Civil Engineers - Journal of ECM</td>
<td></td>
</tr>
</tbody>
</table>

Section F – Three references familiar with your qualifications for this appointment

Please list the reference name, your association with reference, reference telephone number:

<table>
<thead>
<tr>
<th>Reference Name</th>
<th>Association with Reference</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Duane Kenagy</td>
<td>Deputy Director of Port of Long Beach; formerly my Supervisor, and currently my Client on the Gerald Desmond Bridge Replacement Project</td>
<td>[Redacted]</td>
</tr>
<tr>
<td>Professor Frieder Seible</td>
<td>Dean Emeritus of UCSD Jacobs School of Engineering - my Mentor and Industry Colleague for &gt;30 years.</td>
<td>[Redacted]</td>
</tr>
<tr>
<td>Dr. Eric Nichol</td>
<td>CEO of Moffatt &amp; Nichol, and direct Supervisor.</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>
Section G – Vacancy available

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are VACANT. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ 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.

☒ 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.

I have 39 years of experience in Consulting Engineering, much of that dedicated to the Design and Retrofit of major bridges in California, so I am very familiar with SANDAG and with California Transportation. For the last 30 years, I have served in various leadership capacities with three different firms, and have sought and attained significant training in leadership and management throughout that period - including an MBA from SDSU, and more recently, the highly acclaimed two-year leadership training program: Senior Executive Institute of the American Council of Engineering Companies. In addition to my leadership roles on large projects, with firms, I served as CFO and Director at ANATECH Corp. (25 people); then Office Lead (40 people), and Southern California Regional Manager (responsible for 210 people across 5 offices) for David Evans & Associates, Inc.; and since 2010, Senior Vice President and firm-wide Director of Structures (about 200 people across 16 offices nationwide) for Moffatt & Nichol (M&N). For the last 12 years, I have also co-owned and managed (with my wife) a 16 person company in North Park, San Diego - Dwell Well Realty, and currently am this company’s CEO.

☐ A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, IS/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

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

☐ 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.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ 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.
I’ve been a California resident my entire life, and a 36 year resident in San Diego. I love San Diego, and care about its future growth, particularly issues related to transportation and traffic. The ITOC CEO role looks to be a way to contribute toward the good stewardship of TransNet funds, instead of just watching the future unfold from the sidelines. ITOC’s role of ensuring that voter mandates are carried out, and developing constructive recommendations for enhancing the integrity of the program, appeals to me. My professional activities with my current firm (Moffatt & Nichol), and my previous firm (David Evans & Associates) have introduced me to many people at SANDAG, and given me familiarity with the Transnet program. At the present stage of my career (nearly 40 years), I am taking active steps toward winding down my consulting activities, and for the next several years, wish to engage in community and Industry service activities, such as this ITOC position. I want to stay aware of Transportation projects and “give back” to the industry in useful and meaningful ways – ways that utilize my industry knowledge and leadership experience. The timing and the subject matter of the ITOC position is a great fit with these plans, and with my capabilities.

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

The professional skills and abilities I will bring to the committee are many and wide-ranging, but they boil down to 1) Industry Knowledge with Balanced Perspective, 2) Outstanding Leadership and ‘People Skills’, and 3) Excellence in Written and Oral Communication. These will benefit the ITOC by keeping ITOC focused efficiently and effectively on its mission, while also fostering an open and collegial atmosphere at meetings that encourages input from all members and points of view. These benefits are then capped by the ability to communicate ITOC’s recommendations succinctly and constructively to SANDAG.

By April, 2020, I will have 40 years of experience in Consulting Engineering, much of that dedicated to the Design and Retrofit of major bridges in California, so I am very familiar with SANDAG and with Caltrans procedures and challenges. I know what these organizations face with getting projects planned and accepted by the public, designed, and built. This experience and perspective will give me a balanced approach to leading the ITOC in its mission to ensure voter mandates are carried out, and put forth constructive recommendations for enhancing the integrity of the TransNet program. For the last 30 years, I have served in various leadership capacities with three different firms, and have sought and attained significant training in leadership and management throughout that period - including an MBA from SDSU, and more recently, the highly acclaimed two-year leadership training program: “Senior Executive Institute” of the American Council of Engineering Companies. I have served in leadership roles on large projects, and as group and Division lead with several organizations. At David Evans & Associates, ultimately I was Southern California Regional Manager (responsible for 210 people across 5 offices), and since 2010 at Moffatt & Nichol, Senior Vice President and firm-wide Director of Structures (about 200 people across 16 offices nationwide). This diverse and extensive experience, coupled with advanced education (beyond pure engineering), have honed my leadership and communication skills. I am known for having an engaging but firm leadership style – engaging in a way that is people-friendly and inclusive, but firm on staying focused on group mission and on running meetings effectively and efficiently. I’ll close this section by highlighting a unique set of experience from my resume – also submitted with this application. Moffatt & Nichol served as the 40% Joint Venture Partner (of a 60/40 partnership) for the Design and Construction Engineering Services of the $6-Billion San Francisco – Oakland Bay Bridge East Spans replacement. The project lasted nearly 20 years, and was without a doubt the largest and most political project Caltrans has ever completed. It had dozens of stakeholders and a vocal surrounding community (San Francisco and Oakland) involved at every step of the project. I also had committee oversight from a Peer Review Panel, the BATA (Bay Area Toll Authority), and from the Toll Bridge Program Oversight Committee (TBPOC). From 2010 to 2019, I served as Moffatt & Nichol’s lead engineer and manager for all M&N’s activities on the project; in that role, I made numerous presentations to Caltrans, to the TBPOC, and to the independent Peer Review Panel, and I led many project meetings. So I’ve seen first-hand the complex dynamics involved with Oversight Committees for large public infrastructure projects; this experience will help me lead the ITOC with a fair and balanced perspective.

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

As stated in my responses to the earlier questions, first and foremost, I would accomplish the stated mission of the ITOC – to work in an independent, open, and transparent manner to ensure that all voter mandates are carried out, and develop positive, constructive recommendations for improvements and enhancements to the financial integrity and performance of the TransNet program. In concert with this, as CEO, my goals would include 1) effecting a collegial and inclusive atmosphere at meetings that welcomes diverse input, 2) exercising good judgment in honing that diverse input toward the production of constructive recommendations, 3) finishing my 1-year of service to ITOC with positivity – and with a legacy of good organization and documentation for the committee to continue its work. Finally, on a personal level, I will be looking for the satisfaction of providing service to the industry and to the San Diego region, and broadening my experience with San Diego Transportation infrastructure. I would hope to leave a legacy that participation in ITOC, for all its members, is enjoyable and satisfying.
SECTION H- ABOUT YOURSELF, AS RELATED TO THE JOB POSITION

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Section I – Affiliations

To the best of your knowledge, have you currently, or have you ever been, affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present an actual, potential, or apparent conflict of interest should you be appointed? An example would include, but not be limited to, a contract with SANDAG.

[ ] Yes (If “Yes”, please explain below) [ ] No

My current firm (Moffatt & Nichol), and my previous firm (David Evans & Associates) have had consulting contracts with SANDAG, and I have served as Project Principal for some of these. My affiliation with David Evans & Associates ended when I joined Moffatt & Nichol in 2010. At the present stage of my career (nearly 40 years), I am planning and taking active steps toward winding down my consulting activities, and for the next several years, steering toward community and Industry service activities, such as this ITOC position. In fact, in July of last year, I divested myself of M&N stock (sold back to the company) and am gradually transitioning my leadership roles to other people. The timing of the ITOC position would dovetail nicely with these plans, and therefore I do not anticipate having any conflicts of interest while serving for ITOC. If a conflict (COI) arises, whether perceived or real based on a past project, I believe in actively managing COI through communication and documentation, or fully recusing myself from dealing with any and all issues related to the COI.

Section J – Financial holdings and property

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present an actual, potential, or apparent conflict of interest should you be appointed?

[ ] Yes (If “Yes”, please explain below) [ ] No
Applicant certifies

All statements in this application are true and correct to the best of my knowledge and belief. I understand that false or misleading answers are cause for rejection of this application.

By submitting my application to SANDAG, I authorize employers, schools, law enforcement agencies, and other individuals and organizations named in this application to provide candid and full information regarding my work record, job performance, volunteer work or service as a public official, character, ability, and fitness to authorized employees of SANDAG. I understand that the information may be positive, negative, confidential, and/or privileged in nature and may be used by SANDAG in any phase of the application process. I release current and previous employers, schools, law enforcement agencies, individuals, organizations, and SANDAG and its employees/representatives from any liability and/or damages that may result from the release, receipt, or use of requested information.

By checking the “I agree” box below, I hereby certify that I have read and understood the instructions, conditions, and other information provided in this document.

I agree ✔ Signature (please type name) Date

Robert A. Dameron February 10, 2020

Please feel free to provide additional information or letters of endorsement.
Thank you for your interest in serving on the SANDAG Independent Taxpayer Oversight Committee.
Robert A. Dameron, PE
Firmwide Structural Engineering Director

EXPERIENCE

Mr. Dameron provides 39 years of consulting experience as a structural engineer for bridge and energy structures; he has a specialty in complex structure analysis/design and seismic analysis/retrofit. He is an internationally recognized expert in finite-element analysis, yet also has extensive practical design experience. Since 1985, he has pioneered methods of finite-element modeling for reinforced concrete, steel, and masonry structures, particularly emphasizing prediction of failure modes and ductility capacities. Mr. Dameron has worked on the seismic retrofit design and analysis of nine out of California’s eleven long-span toll bridges. Mr. Dameron has authored more than 100 reports and publications related to structures and finite-element analysis/modeling. His efforts have led to significant contributions to the fields of bridge engineering and seismic evaluation.

Since 1986, Dameron has worked for three firms – ANATECH Corp. (16 years), David Evans & Associates (8 years), and Moffatt & Nichol (9 years). He has held leadership positions with each firm including, for DEA, Regional Manager of California (5 offices totaling 210 people), and for M&N, Director of Structural Engineering (about 200 people across 16 offices nationwide).

Mr. Dameron has led large teams of engineers for many significant design projects as either project manager or principal-in-charge. He has also served as subject matter expert for structural engineering on a number of high-profile and high-risk projects, and on occasion serves as expert witness about structure performance. He has served on peer review teams, risk management workshops, and value engineering.

Analysis and Design of Bridges and Other Structures.

Technical Advisory Services During Construction, New Gerald Desmond Bridge, Long Beach, California. Performed expert advisory services to Owner (Port of Long Beach) on the subjects of Seismic shear design of the main towers, and on stress evaluations and performance of the Main Spans post-tensioned concrete deck. He has and continues to serve as a technical liaison on high dollar-value disputes involving the Owner, Contractor, and Caltrans. 960.041

New Gerald Desmond Bridge, Long Beach, California. Performed preliminary sizing and seismic design optimization analysis for this new, long-span cable-stayed bridge. Also evaluated a range of shear link lengths/geometries to optimize seismic performance. Currently, serving as special Technical Expert to the Port of Long Beach on helping resolve differences between the Port and the Design-Build Contractor about technical issues with the design of the towers and the deck. 8343-11

LOSSAN Rail Corridor Double Track Conversion Peer Review of Bridges, San Diego County, California. Principal-in-charge for bridge peer review and coastal hydraulic services for the conversion of various remaining segments of the Los Angeles to San Diego (LOSSAN) rail corridor to double track. Twelve structures are being reviewed. Most timber trestle and steel girder bridges are being replaced; new, parallel structures will be provided at some locations. 7874.02, 7874.03, 7874.04, 7874.05, 7874.07

Buckman Springs Road Bridge over Cottonwood Creek, Campo, California. Principal-in-Charge for structural analysis of existing bridge to determine need for replacement and planning study to develop replacement alternatives involving conceptual design and
opinions of probable costs, and environmental document preparation. Provided input to/oversight of analysis for three bridge alternatives/construction options: widen existing bridge, replace with staged construction, and replace with traffic detour. Will fulfill same role for analysis and design of selected bridge alternative.

**Gilman Drive Bridge over I-5, San Diego, California.** Principal-in-Charge for a bridge across Interstate 5 to provide a much-needed connection between the University of California at San Diego's growing east and west campuses. The proposed bridge will have two 12-foot lanes, a 10-foot median/turn pocket, and two 5-foot shoulder/bike lanes for a total width of 44 feet between curbs. Two 7-foot wide sidewalks will accommodate the significant amount of pedestrian traffic anticipated. The total bridge width will be 60 feet.

**Dumbarton Bridge Design Support, Oakland, California.** Provided structural engineering and analysis expertise to Caltrans for evaluating the possibility of buckling of the superstructure of this lifeline structure; superstructure constructed of steel "tub" shaped girders with concrete deck. The longest span is 340-feet, and the total length of the bridge is 1.6 miles. In 2011-2012, at M&N, provided construction engineering support analysis to prove a girder-jacking strategy that is allowing the contractor to replace and install the seismic isolation bearings while the bridge remains open to traffic. Proof of this strategy saved the State of California about $12 million in construction cost and about 1 year in construction time.

**Seismic Studies and Licensing, Fiber-Composite Cooling Tower.** Led a $300,000 analytical and shake table experimental study for SPX Cooling Technologies to establish approval (R-values and Omega-values) with the California Building Official and California Energy Commission to use this previously unapproved building material for large power plant cooling towers.

**Bay Area Rapid Transit (BART) Transbay Tube Seismic Retrofit Phases 2 and 3, San Francisco Bay, California.** Task manager and technical lead for studies of the steel and concrete tunnel carrying the Transbay Tube (TBT) under San Francisco Bay. The overall project involved the development of a number of retrofit concepts and selection of a retrofit strategy for each typical TBT section. Each retrofit concept aimed either to minimize the potential for fill liquefaction or to minimize the effect of liquefaction on the TBT, without materially changing the design intent of the TBT's original designers.

**San Francisco - Oakland Bay Bridge New East Spans Skyway and Self-Anchored Suspension Bridge, Oakland, California.** Served on the design team and the engineering-during-construction team for this landmark project, including the Skyway, the Self Anchored Suspension Bridge, the Oakland Touchdown, and the Yerba Buena Island Transition Structures. Early in the design (as a subconsultant) Dameron performed a number of design, analysis, and check activities for the foundations and for designs of the Suspension Bridge Main Tower shear links. This included cyclic performance prediction analysis of the concrete pier/pile cap/pile systems and analysis of various components which were structurally proof-tested at University of California, San Diego (for Caltrans). Since joining Moffatt & Nichol in 2010, Dameron has led Moffatt & Nichol's design and construction engineering support team for the YBI structures, which are comprised of reinforced concrete box girders about 1,200 feet long, cast-in-place on falsework, with spans of up to 270-feet. He led the camber control analysis, including accounting for creep, shrinkage, and construction staging. In recent years, Dameron has become the primary point of contact for Caltrans with Moffatt & Nichol, helping with construction issues and engineering during construction. Moffatt & Nichol is 40% of the Design JV for this $6 Billion project.
Pacific Northwest LNG Suspension Bridge, Lelu Island, British Columbia, Canada, Vessel Collision Analysis. Working together with Mike Knott, Dameron was the Project Manager for all M&N work tasks, and he led the dynamic nonlinear finite element analyses that simulated vessel collision with bridge elements and with soil (vessel running aground). The proposed suspension bridge would have a 3,800 foot main span carrying LNG pipelines and road access to a deep water marine terminal for exporting LNG. As a consultant to Bechtel for the proposed LNG Terminal, M&N’s services included vessel collision risk analysis and evaluation of impact forces and pier protection alternatives for the bridge piers in the waterway.

Vessel Collision Risk Assessment and Mitigation Study, Lions Gate Bridge (LGB) over First Narrows and Iron Workers Memorial Bridge (IWMB) over Second Narrows, Vancouver, British Columbia, Canada. Special consultant to MMM Group (WSP) to conduct a risk analysis of potential ship collision with two major existing highway crossings over Vancouver Harbor. Working together with Mike Knott, Dameron performed Quality Control for the project. Services included assistance for concept development of potential protection alternatives. The study was conducted for the British Columbia Ministry of Transportation and Infrastructure.

Vessel Collision Risk Assessment and Mitigation Study, 4th Panama Canal Bridge. Led the detailed Finite Element Analysis for simulating vessels colliding with the Main Towers of this newly designed long span bridge.

Concrete Crack Prediction (Forensic) Analysis and Expert Witness for the concrete Carnival Cruise Pier at Roatan, Honduras. Lead for finite element analysis and forensics for the Roatan Pier, including construction staging simulation, shrinkage analysis, pretensioning of prestressed concrete planks, and potentially damaging effects of ship impacts and berthing loads. Provided extensive expert witness testimony in deposition and trial.

Analysis and Seismic Model Conversions for the New Carquinez and the Vincent Thomas Suspension Bridges, CA. Led the development of nonlinear time history analysis (NTHA) of complex bridge structures as well as translating the existing New Carquinez Bridge and Vincent Thomas Bridge Adina FEA models to the CSiBridge Program. Both bridges are long span suspension bridges (toll bridges) existing in California, and as such, are very complex, and historic. The underlying purpose is to maintain state-of-the-art software models of every toll bridge in the state system, such that in the immediate hours after an earthquake, analyses can be quickly performed and provide guidance to inspection crews about where to look for damage. Work was performed during a 3-year Contract to provide expert consulting support to the Caltrans Office of Earthquake Engineering.

Analysis and Seismic Model Conversions for the 1962 Benicia-Martinez and the 1958 Carquinez Bridges, CA. This task was to translate the existing 1962 Benicia-Martinez Bridge and 1958 Carquinez Bridge ADINA FEA models to the CSiBridge analysis program. The 1962 Benicia-Martinez Bridge, which spans the Carquinez Straits, carries Highway I-680 between cities of Solano and Contra Costa counties; it was opened in 1962 and was widened in 1991. The 4,894-foot-long main span structure of the bridge consists of 11 spans. Its steel truss superstructure is connected to floor beams and stringers, which support the concrete deck. The substructure is composed of multi-celled concrete box piers, which are founded on caissons. The ADINA models for both bridges date back to the 1990s when they were developed for the original seismic retrofits of the bridges, and then were modified somewhat in the early 2000s. The seismic retrofit strategy for Benicia Bridge consists
largely of replacement of the bearings with friction-pendulum-system (fps) isolation bearings. In addition, many members were strengthened in concert with the bearings strategy and also adjacent to hinges. The main spans are modeled explicitly, while the approach structures are not. The approach structures are modeled as masses lumped on isolation bearings.

**Technical Advisory Services for the Shasta Viaduct Concrete Arch, Redding, CA.**

provided support to the California State Bridge Engineer and the State Bridge Design Manager regarding time-dependent analysis of arch structures; this involved review of documents, calculations and analysis models as well as providing guidance and commentary. While the Task Order assignment was general for concrete arches, the work drilled down into the specifics of the Shasta Viaduct concrete arch. Located on I-5 South in Shasta County, the bridge was under construction from 2016 to the fall of 2017 to replace the existing Sidehill Viaduct. The new Shasta arch is being constructed adjacent to and north of the existing bridge. It is a six-span bridge composed of Cast-in-Place / post-tensioned box girder superstructure supported on a combination of a pair of arch ribs with spandrel columns at Bents 3, 4, and 5, and conventional bents at Bents 7 and 8. The bridge is on a horizontal curve. The two arch ribs are asymmetrical to each other. Construction surveys were set up and performed in July 2017; these established control points on the arch. In September 2017 a survey was performed after falsework was released, and this showed horizontal movement (transverse) of the arch of 1.5 inches; this was reportedly unexpected by the Design Team. This news led to an extensive set of activities – forming an Independent Check Team to work with the original Design Team and perform independent structural analysis, and a Peer Review Panel to provide guidance, and in particular to steer the development of a project specific design criteria for the bridge.

**Technical Advisory Services for the Existing Foundations of the San Diego – Coronado Bay Bridge.**

provided support to the State Bridge Engineer regarding the axial/shear interaction of 54-inch prestressed concrete piles on the Coronado Bay Bridge. Dameron was assigned by the State to form a review team consisting of (3) experts in the field of bridge engineering. The 3-expert team was comprised of Robert Dameron (chairman of team), Prof. Frieder Seible (subconsultant to Moffatt & Nichol), and a Caltrans Engineer. This team reviewed documents, inspection records (which show some cracking in existing 54-inch prestressed concrete piles), calculations and analysis models, specifically the “Foundation Refurbishment Analysis Summary Report”, as well as providing guidance and commentary. Dameron also provided input to the careful planning of the test program to provide relevant information for the Coronado Bay Bridge foundation assessment and refurbishment.

**Analysis and Seismic Model Conversions for the New Benicia-Martinez, Old San Mateo, and New SFOBB Bridges.**

Dameron led the translation of the existing ADINA FEA models of New Benicia-Martinez Bridge, San Mateo-Hayward Bridge, and new East Spans of the San Francisco-Oakland Bay Bridge (SFOBB), to the CSiBridge analysis program. The work was conducted by Moffatt & Nichol’s Team for Caltrans Office of Earthquake Engineering.

The New Benicia-Martinez Bridge, which opened in 2007, spans the Carquinez Straits. It carries the northbound lanes of Highway I-680 and spans 8,790 ft between the cities in Solano and Contra Costa counties. The bridge superstructure was built using post-tensioned cast-in-place segmental construction, utilizing light-weight concrete. The bridge consists of the main spans supported by 12 piers, a south approach structure, and two north approach structures. The hunched superstructure varies in depth from about 38 ft at the piers to about 15 ft at midspans. The bridge is supported on drilled deep foundations. The San Mateo Bridge (1960) spans the San
Francisco Bay in an East-West direction linking San Mateo and Foster City on the mid-peninsula with Hayward in the East Bay. The bridge is approximately 11 miles east of the San Andreas Fault and about similar distance to the Hayward Fault. It has a total length of 7 miles and is made up of two distinct structures, a low-profile trestle approximately 5.15 miles long extending from the East end and an elevated bridge structure approximately 1.85 miles long extending from the west end. The elevated bridge structure contains a horizontal curve toward its east end. The SFOBB East Spans is the newest major bridge in California and connects Yerba Buena Island to the City of Oakland. In total, the bridge is 3 miles long, and it includes the record-setting self-anchored suspension main spans, plus a Skyway constructed of segmentally erected precast, prestressed concrete box girders.

Seismic Design Course Development and Instructor for the U.S. Navy. Mr. Dameron developed and served as the lead instructor for a three-day training course entitled, Seismic Design of Piers and Wharves provided at Navy installations in Norfolk, Seattle, Hawaii, and Jacksonville. The course provided training and instruction to NAVFAC engineers on a series of topics related to Seismic Design of Piers and Wharves as outlined in UFC 4-152-01 Design: Piers and Wharves, ASCE/SEI 7-10 Minimum Design Loads for Buildings and Other Structures, and ASCE/COPRI 61-14 Seismic Design of Piers and Wharves. He also developed the structural approach and analysis for the seismic evaluation of Dry Dock 4 at Norfolk Naval Shipyard.

Nuclear Power Plant Structures Analysis and Design (prior to Moffatt & Nichol)

Mr. Dameron has worked on many projects involving concrete (and steel) reactor containments during the past 30 years to predict liner tearing or leakage.Containments are heavily reinforced concrete structures with steel liners that must remain leak-tight. Decades of finite element modeling work have advanced the modeling of steel linings anchored to concrete which has undergone cracking, crushing, and high strain damage. From 1986 to 1991, Dameron led his company's activities on the Electric Power Research Institute (EPRI)-sponsored, 6-year, concrete containment research program, and, from 1991 to 2002, he led its work on three, multi-year research projects under contract with Sandia National Laboratories, funded by the Nuclear Regulatory Commission (NRC). The EPRI work involved the advancement of state-of-the-art modeling of concrete and application of these tools to pre-test prediction and post-test validation analyses of component and full containment tests. Mr. Dameron led EPRI's pretest analysis of the Sandia 1:6 scale reinforced concrete containment model tested in 1987, which was credited with predicting the model's failure pressure and failure mode. He performed similar work for Sandia in conducting pretest analysis of the 1:10 scale Sizewell-B prestressed concrete containment model tested in the United Kingdom in 1990. As a subcontractor to Sandia, he also led Sandia's analysis efforts for the 1:4 Scale prestressed concrete containment vessel (PCCV) model. He received letters of commendation for his work on the analysis of reactor containments from EPRI and Sandia National Laboratories in the late 1980s, and in 1995. He also received the Sandia President's Quality Award for analysis work on the PCCV model. These two decades of work recently culminated in his co-authoring with Sandia the important NUREG-CR-6906 summarizing Containment Integrity Research, which is now referenced in the latest Standard Review Plan for nuclear power plant license applications.

In 1994, Mr. Dameron was sent by the International Atomic Energy Agency in Vienna on three consulting missions to the Instituto Investigaciones Electricas in Mexico. A result of that work was the co-authoring of a paper which won the ASME award for best Latin American paper of 1995.

Additional Project Experience Prior to Joining Moffatt & Nichol
Seismic Retrofit, San Mateo-Hayward Bridge, California. Led the seismic retrofit analyses of global full bridge, and of steel tower and concrete piers to determine capacity and failure modes for this 7,000-foot-long steel and concrete bridge, and to prove the seismic retrofit strategy.

Load Rating & Seismic Assessment, Brooklyn Queens Expressway, New York. Performed seismic evaluation analysis of all concrete components, including detailed finite-element analysis using cyclic push and nonlinear time history analysis (NTHA). Worked with Parsons on the final retrofit and rehab strategy for these complex structures. Provided deliverables and presentations to New York State DOT.

Seismic Retrofit, Golden Gate Bridge, San Francisco, California. Performed Truss chord, Tower Base, and pier analyses to determine component capacities, ductility and damage for this iconic suspension bridge.

Seismic Retrofit, China Basin Viaduct, San Francisco, California. Led detailed nonlinear analyses of column/footing system for design verification.

Thirteen-Story Concrete Building Seismic Retrofit Analysis, Berkeley, California. Provided nonlinear time history, cyclic pushover capacity and failure mode analyses of 2150 Shattuk Avenue.

Seismic Retrofit, I-280 Southern Viaduct, San Francisco, California. Led nonlinear analyses of various components, including a hinge pipe restrainer detail, bent outrigger joint, and entire bent/box superstructure system.

I-5 Bridge over the South Umpqua River (Shady) Pedestrian Bridge, Roseburg, Oregon. Supervising engineer for the wind and moving loads studies for a pedestrian structure suspended below a new four-span, post-tensioned box girder bridge over the South Umpqua River.

Analysis of the Sellwood Bridge, Portland, Oregon. Led the detailed analysis of this historic bridge, especially the concrete approaches which have significant existing cracks. FE analysis used to show causes of cracks and provide more in-depth assessment of cracked-condition load capacities.

Analysis of Hand-Access Holes, Highway Sign and Camera Supports, Oregon. Led analysis which resulted in quantifying stress concentrations near the holes, and in producing design guidelines for sizing hand-access holes and details.

Oregon Department of Transportation Bridge Assessment Program, Oregon. Team member for inspection of more than 130 cracked reinforced concrete deck girder bridges on the state system and assessment for repair or replacement. Team developed baseline engineering reports to document bridge condition, deficiencies, feasible solutions, opinions of probable costs, traffic staging, and construction schedule. Assisted the team in developing assessment and reporting methodologies, assessing bridges for rehabilitation vs. replacement, and developing engineering baseline reports.


Bixby Creek Bridge (and six other historic concrete arches along the California Coast). During Caltrans’ seismic retrofit program of the late 1990s, one retrofit contract was dedicated to seven historic concrete arch bridges on the California Coast, the most notable of which is the iconic Bixby Creek Bridge near Big Sur. Bixby has a total length of 714 feet, and a longest span of 320 feet. Provided structural analysis services for
these landmark structures. For each arch bridge an analysis was performed to evaluate the buckling stability of the main arch ribs in a seismically deformed configuration. And for Bixby Creek Bridge, a more detailed global model was developed for the entire bridge. For this model, with both an as-built version and a retrofit version, seismic deformations were incrementally applied to verify the bridge's performance. The seismic retrofit strategy that was developed for Bixby and other similar arches relied on post-tensioning of the deck to stiffen the lateral force resistance system, while not affecting the bridge's beautiful aesthetics. Nonlinear time history analysis models provided confirmation of this strategy.

**Peer Review of Seismic Retrofit and Overall Rehab, Brooklyn Bridge and masonry approaches, New York.** Performed peer review of analysis of this landmark, suspension bridge, with emphasis on concrete foundations and masonry tower piers (gravity based) and the approach structures. Was originally on the Parsons Team for analysis of the bridge, and then through a company-change became Peer Reviewer as a subconsultant to Weidlinger. Was the principle author of: R. A. Dameron, F. Seible, "Peer Review of Seismic Evaluation of the Brooklyn Bridge - Review of Seismic Analysis and Review of Bridge Vulnerabilities," Report to Weidlinger and the New York City DOT, February 2006.

**Expert Witness and Structural Analysis Investigation of Earthquake Damage/Partial Collapse, Royal Palm Hotel, Guam.** As a subconsultant, he performed cyclic pushover capacity and failure mode analyses of reinforced concrete components of this 12-story building which was subjected to a Magnitude 8 earthquake. Provided analysis reports and extensive expert witness testimony.

**Expert Witness and Structural Analysis, Los Angeles County Hall of Administration Earthquake Damage, California.** As a subconsultant, he performed cyclic pushover capacity and failure mode analyses of reinforced concrete components of this 8-story concrete and steel building which experienced the San Fernando, Whittier, and Northridge earthquakes. Provided analysis reports and extensive expert witness testimony for this 9-figure lawsuit.

**Structural Engineering Subject Matter Expert for Fulton and World-Trade-Center Transit Centers FTA-PMO, including Project Risk Assessment. Structural subject matter expert for the Federal Transit Authority's (FTA) Project Management Oversight (PMO) of two projects in lower Manhattan.** Under a five-year contract, Dameron and others served as an extension of FTA staff on federally funded transit projects in the implementation phase. PMO assignments included oversight of the Fulton Street Transit Center, the South Ferry Station and the Reconstruction of Route 9A, all in Lower Manhattan and estimated to cost a total of $1.5 billion. Later, the team was assigned to the World Trade Center Transit Center, with construction cost of over $3 billion. These facilities are being reconstructed because of damage sustained during attacks on September 11th, 2001 at the World Trade Center (WTC). PMO services include review of the activities of the implementing transit agency, designers and contractors to ensure that they have sufficient technical capacity to implement the projects and to monitor NEPA compliance, budget, schedule, and quality management compliance. Formal Risk Assessment (3-day Workshop followed by analysis and reporting of results) and project fatal flaw evaluation were performed.

The structural review for the new WTC Transit Center posed unique technical challenges, including fatal flaw and construction-risk review of the dramatic, but complex oculus structure, designed by Santiago Calatrava, and challenges related to phasing of the Transit Center construction relative to construction of the adjacent Freedom Tower, and other high-rise towers to be erected on the site.
Evaluation/Analysis of Rebar Splice Details in Large Diameter Concrete Columns Attached to Large Diameter Concrete Piles. Under special assignment for Caltrans, he provided structural analysis to prove a reduced requirement for rebar splices and thereby save construction costs.

Technical Support and Analysis for the Curved Girder Tendon Pull-Out Problem, I-405/55 HOV Connector, Orange County, California. Technical advisor to Orange County Transportation Authority. Performed forensic analysis to determine causes of cracking and safety of repair.


Distribution and Training, RM-2000 Software. Distribution and training in usage of RM-2000, bridge analysis program, specializing in calculation of segmental construction and time dependent effects. This includes participation in training of Caltrans personnel, in particular, the Caltrans segmental bridge committee.

San Diego-Coronado Bridge Seismic Retrofit, San Diego, California. Project manager of vulnerability study involving soil-structure interaction, linear analysis, component ductility analysis and global nonlinear time history analyses. Led the half-million-dollar vulnerability assessment involving 7 subcontractors. In subsequent years served as manager for all structural analysis for the retrofit design. Performed local detailed analysis of concrete piers, piles, pile caps, and steel superstructure members and connections (for Caltrans). The analysis and design work extended from 1994 to 1999, and retrofit construction (of approximately $110 million) was completed in 2002.

Richmond-San Rafael Bridge Seismic Vulnerability Studies and Retrofit, California. Led all detailed component analyses for existing concrete piers with connecting walls, new large diameter concrete piles, steel latticed members, Eccentric-Braced-Frame Towers; also led global ADINA analyses for this approximately $400 million retrofit design project. The substructure analysis work included some of the first ever nonlinear analysis simulations of entire pile-group systems, which included explicit modeling of each individual pile and P-Y soil springs, technology then later employed on SFOBB, Coronado, New Carquinez, and other Bay Area bridges. Although this five-mile-long bridge has a steel superstructure, it has an all reinforced concrete substructure which are among the most complex components of the project.

Typical Spans Analysis, Taiwan High Speed Rail, Taiwan. Led the 3D, solid finite-element analysis of typical concrete single-cell box girders in support of the Taiwan High Speed Rail to evaluate tensional behavior and cracking under high-seismic loads.

North Torrey Pines Bridge Seismic Evaluation, Del Mar, California. Provided structural engineering expertise and consultation to the primary consultant and the City of Del Mar. Built in 1923-33, the North Torrey Pines Bridge is historically significant to the community. Project objectives were to seismically strengthen the bridge while retaining its unique character, and to investigate other alternatives to retrofit and save the bridge, should that option prove too costly.

San Francisco-Oakland Bay Bridge West Spans Seismic Vulnerability, Oakland, California. Led the stiffening truss, Pier W1 and tower base nonlinear analyses to establish component stiffness, ductility, and failure modes, for this 1930s era twin suspension bridge.
Fairground Horse Arena Roof, Del Mar, California. Project manager to add a 60,000-square-foot roof to the existing arena (estimated at $15 million construction). Led conceptual design, then managed final design, including extensive coordination with client and permitting agencies. Project constructed and opened for use April 2009.

Lifeguard-Visitors Center Facilities, Malibu Pier Rehabilitation, and Other Structures for California State Parks’ Southern Region, California. Project manager for a variety of structural evaluations and new structure designs at various State Park and State Beach facilities in Southern California, including design and construction administration for a $600,000 repair to the Malibu Pier.

Independent Check, Brayton Point Thin Shell Concrete Natural Draught Cooling Towers, Brayton Point, Massachusetts. For SPX Cooling Technologies, he provided independent check of the first natural draught cooling tower built in the USA since the 1980s.

Space Launch Complexes Projects, Vandenberg Air Force Base, California.

- **Redesign/Reconstruct Flame Bucket & Flame Duct, Atlas V Space Launch Complex 3E.** Provided detailed structural analysis for the flame bucket and flame trench including evaluation for all static loads and dynamic exhaust pressure loads of 2.4 million pounds of exhaust plume force. Also provided independent design check for the concrete and rebar.

- **Analyze/Design, Exhaust Duct Exit Acoustic Suppression Water System (DEX ASWS), Atlas V Space Launch Complex 3E.** Under a 4-month-long, fast-track schedule to meet initial, Atlas V west coast launch date, provided structural analysis/design of concrete encasement of water piping starting from the exit of the 45,000 gallon holding water tank, and ending with the nozzles, pipe supports, and concrete LED to which the supports are attached (pipe is encased in concrete at this location). DEX ASWS was analyzed for long-term loads and transient 'dynamic' launch loads consisted of dead load, temperature, and settlement plume pressure loads, splash pressure loads, & hydrodynamic loads. The pipe support reactions in the concrete were determined from the ASWS pipe analysis. These reaction forces were used to design the welded steel pipe support sections and also the support concrete anchorage at each location.

- **Conceptual Design, Exhaust Duct Exit Acoustic Suppression Water System, Space Launch Complex 6.** Conceptual design of similar system to DEX-ASWS for a second launch complex for the Delta Rocket System.

- **Piping and Concrete Structures, Space Launch Complex 3 East.** Structural lead for design and analysis of concrete flame trench, and two 42-inch-diameter water spray systems (Acoustic Suppression Water Systems - ASWS) at the new Atlas V rocket launch pad. Performed similar work for a 42-inch-diameter water spray system at Cape Canaveral.


Nonlinear Analysis of Towers, New Tacoma Narrows Bridge, Tacoma, Washington. Project manager for a detailed nonlinear analysis of the tower legs for the new Tacoma Narrows suspension bridge to verify the hollow leg's plastic hinge length and overall capacity and ductility. Local nonlinear finite-element modeling for the analysis included detailed representation of concrete and individual rebars. Concrete cracking and crushing and rebar yielding were simulated. Parsons Transportation Group (the prime consultant) performed the NTHA.
Applicant name: **House, Afsaneh (Sunnie)**

Position: **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.**
Application to Serve on the Independent Taxpayer Oversight Committee

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than February 14, 2020:

1. All eight pages of the completed and signed application form;
2. A copy of your resume
3. A completed and signed Statement of Economic Interests (Form 700), and
4. Any additional information you believe relevant to your application.

SANDAG
Attn: Ariana zur Nieden
401 B Street, Suite 800
San Diego, CA 92101

If submitted by email: ariana.zurnieden@sandag.org
(with a subject line of “SANDAG Independent Taxpayer Oversight Committee”)

Your application is deemed submitted when you receive an acknowledgement from SANDAG.

If you need additional space to answer any of the following questions, please provide the information in an attachment.

Section A – General information

Title  [ ] Mr.  [ ] Ms.

Name (last, first, middle)  House, Afsaneh (Sunnie)

Email address

Primary telephone number

Number [Redacted]
Specify type:  [ ] Mobile  [ ] Work  [ ] Home

Alternative telephone number (optional)

Number
Specify type:  [ ] Mobile  [ ] Work  [ ] Home

Current address (number, street, city, state, ZIP code)

House, Afsaneh (Sunnie)
Section B – Licenses or certifications relevant to the position

Please list the **type of license** or **certificate**, **issuing state/entity**, **license number**, **date of issue/expiration date**:


Section C – Education (college/university or other education history)

Please list the **school**, **degree**, **major**, **year earned**:

California State University, Long Beach, B.S., Civil Engineering, 1982

Section D – Civic/community/volunteer experience over past five years

Please list the **organization name**, **city/state**, **activity/type of work**, **dates (from/to)**:

Section E – Professional/other relevant organizations over past five years

Please list the **organization name**, **city/state**, **activity/type of work**, **dates (from/to)**:

California Transportation Foundation (CTF), CA, Board Chair 2017-2019, non-profit organization supporting injured and fallen workers in transportation industry, recognizing transportation achievements, and awarding scholarships.

Women's Transportation Seminar (WTS) San Diego Chapter, CA, Director at Large, 2020, Advancing women in transportation industry.

2020 Women on Boards, San Diego Annual Event Sponsorship Chair, 2019, promoting women to serve on board of corporations.

Section F – Three references familiar with your qualifications for this appointment

Please list the **reference name**, **your association with reference**, **reference telephone number**:

Jim Linthicum, Chief Capital Programs and Regional Services Officer, SANDAG, [Redacted]

Bob Bolton, Director Airport Design and Construction, San Diego Airport, [Redacted]

Ann Fox, Deputy District Director of Planning, Caltrans, [Redacted]
Section G – Vacancy available

The following Independent Taxpayer Oversight Committee position(s), shown in **bold**, is/are VACANT.

Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ **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.**

Sunnie House is a Transportation engineer with 36 years of experience in various modes of transportation including highways, transit, airports, and ports. She joined the private sector in 1989 after serving 5 years at Caltrans District 7 in Los Angeles. Sunnie has been responsible for securing and delivering over $3 billion worth of public works and transportation projects throughout the Western United States while serving as project engineer, project manager, project director, and in other executive leadership roles for large global infrastructure companies, such as URS, AECOM, and Parsons. She has been a resident of San Diego County since 1997 and has developed a strong working relationship with the leadership of all regional and local transportation agencies. Her work experience throughout California, Hawaii, Washington, Texas, and Nevada, gives her a broad perspective in project delivery and the challenges faced by the transportation industry to meet the mobility needs of the region.

☐ **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.**

Sunnie is the Founder and Principal of Sunnie House Strategies (SHS), a WBE, SBE, and DBE certified consulting firm that helps business leaders optimize their practice in order to grow and prosper. As an executive in operations and business development for DMJM, Willdan, URS, AECOM, and Parsons for a combined total of 23 years, she led diverse teams of professionals in areas of transportation planning, engineering, and program and construction management. Sunnie's strategic, innovative, and collaborative approach has been the key to her success in various positions she has held. As founder of SHS, Sunnie is advising CEOs, executive leadership teams and board of directors on a variety of business development and management practices to create strong entrepreneurial operations in order to implement their vision and achieve success. Sunnie has a passion for success and is a visionary strategist who offers tailored solutions to meet her clients’ needs.

☐ **A professional with demonstrated experience of ten years or more in real estate, land economics, and/or right-of-way acquisition.**
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, IS/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

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

☐ 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.
Section G – Vacancy available (continued)

The following Independent Taxpayer Oversight Committee position(s), shown in **BOLD**, is/are vacant. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ 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.
Section H – About yourself, as related to the job position

Please respond as concisely as possible. Applications will not be judged on length of response.

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

Delivering the Transnet Program is SANDAG’s responsibility and performing the key functions of ITOC as listed below is the responsibility of the members of the committee.

- Provide an enhanced level of accountability for the expenditure of funds under the Plan.
- Help ensure that all Ordinance mandates are carried out as required.
- Develop recommendations for improvements to the financial integrity and performance of the program.

As a long time resident of San Diego County, a taxpayer, and transportation professional, serving on this committee will give me the opportunity to support the enhancement of our transportation system, ensure that taxpayer investments are protected and that the Transnet Program is delivered efficiently and successfully.

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

As a transportation professional for 36 years and an executive for 23 years, I have a broad and comprehensive knowledge of the planning, programming, design, and delivery of transportation infrastructure projects. The majority of my career has been spent serving public sector planning and transportation agencies. This knowledge, combined with my leadership experience in running operations and developing and growing businesses, give me a unique advantage in understanding the delivery process of the Transnet Program.

In addition, I have served on boards for professional organizations at the chapter, state, and international levels and chaired several of those organizations for 30 years. So I understand the board/Committee dynamics, and the importance of performing my fiduciary responsibilities as member of a governing body.

As a strategist, it is important for me to set the vision, develop the plan and follow/oversee its implementation. As a member of the Independent Transnet Oversight Committee, I will be vigilant in overseeing the program delivery and will work on behalf of the taxpayers to ensure that their investments are wisely and efficiently applied to meet the goals of the program.

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

I hope to offer my experiences and knowledge to the committee in order to perform its fiduciary responsibilities successfully. As a transportation professional, this gives me an opportunity to give back to my community and serve their best interest while holding SANDAG Leadership and its Board of Directors accountable for the Transnet Program expenditures.
Section I – Affiliations

To the best of your knowledge, have you currently, or have you ever been, affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present an actual, potential, or apparent conflict of interest should you be appointed? An example would include, but not be limited to, a contract with SANDAG.

☐ Yes (If “Yes”, please explain below) ☐ No

Section J – Financial holdings and property

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present an actual, potential, or apparent conflict of interest should you be appointed?

☐ Yes (If “Yes”, please explain below) ☐ No
Applicant certifies

All statements in this application are true and correct to the best of my knowledge and belief. I understand that false or misleading answers are cause for rejection of this application.

By submitting my application to SANDAG, I authorize employers, schools, law enforcement agencies, and other individuals and organizations named in this application to provide candid and full information regarding my work record, job performance, volunteer work or service as a public official, character, ability, and fitness to authorized employees of SANDAG. I understand that the information may be positive, negative, confidential, and/or privileged in nature and may be used by SANDAG in any phase of the application process. I release current and previous employers, schools, law enforcement agencies, individuals, organizations, and SANDAG and its employees/representatives from any liability and/or damages that may result from the release, receipt, or use of requested information.

By checking the “I agree” box below, I hereby certify that I have read and understood the instructions, conditions, and other information provided in this document.

I agree [✔] Signature (please type name) Date

Afsaneh Sunnie House 02-12-20

Please feel free to provide additional information or letters of endorsement.
Thank you for your interest in serving on the SANDAG Independent Taxpayer Oversight Committee.
SENIOR LEVEL EXECUTIVE / BUSINESS SOLUTIONS

Sole proprietor of Sunnie House Strategies specializing in business development and management solutions, project management and delivery, as well coaching for professional development and growth. Demonstrated experience in securing and delivering complex public and private-sector infrastructure projects for global infrastructure consulting firms in the Western US. Robust reputation within the Transportation Industry, throughout California and the Western United States.

Project Management & Delivery | Business Management and Development Advisory | Strategic Growth Planning | Client Relations | Operations Management | Board Governance | Leadership Coaching

EXPERIENCE

Parsons, Vice President, San Diego, CA 2017 – 2019
Business Development Manager for West Region of North America Rail Sector I 2018 – 2019
Managed strategic growth and business development for the Rail Sector throughout the Western United States, consisting of activities in California, Washington, Nevada, Colorado, Utah, and Texas.
- Marketed all of Parsons services and capabilities by managing client relationships and collaborating with local and regional team members within the Rail Sector and across divisions.
- Developed and implemented strategic growth plans.
- Identified and positioned for strategic pursuits.
- Expanded clientele by engaging with new clients to market the company brand and expertise using my extensive industry network.

Operations Manager for West Region of North America Rail Sector I 2017 – 2018
Managed the operations and staff for the Western Region of North America Rail Sector.
- Monitored project financial performance, recruiting, managing and mentoring staff.
- Developed forecasts and tracked financial metrics in sales and project delivery.
- Developed and maintained client relationships.
- Achieved sector and market growth by implementing company goals and objectives.
- Developed business and delivered company objectives by collaborating with other company sectors.
- Participated as a task force member to implement the Inclusion and Diversity Program.
- Served as Committee Chair to increase diversity in executive and intern levels.
- Saved the company $3M by resolving issues with an unsatisfied client and saving the client relationship.

AECOM-URS Legacy, San Diego, CA 2006 – 2017
Vice President
Transportation Business Line Leader for San Diego and Southern NV I 2015 – 2017
Managed the San Diego and Las Vegas operations and business development consisting of surface transportation, civil engineering, aviation, transit, rail, and ports and harbors services for the area.
- Led the pursuits and served as project director for large contracts, such as the $60M San Diego County Regional Airport Authority (SDCRAA) Program Management Contract and the $50M As-Needed Architecture Engineering (A/E) Contract for the San Diego Associations of Governments (SANDAG).
- Developed and implemented strategic growth initiatives for San Diego and Southern Nevada.
- Worked closely with AECOM Diversity + Inclusion (D+I) Team to offer guidance in implementing the Program.
- Participated in speaking engagements on Unconscious Bias, Mentoring and Sponsorship.
Southwest Coast Sub-Region Manager, San Diego, CA I 2012 – 2015
Led all URS operations in the sub region which included three offices in San Diego and Hawaii (Honolulu) and one branch office in Southern Nevada (Las Vegas) encompassing 230 employees that generated $60M revenue and $70M in sales annually.

- Served as the CAM for the SDCRAA and the Honolulu Authority for Rapid Transportation (HART), and as Interim Aviation Business Line Leader for Southern California and Hawaii Region.
- Developed and managed the annual budget for all 4 operations, management and leadership of staff, financial management, and execution of procedures to meet revenue and sales goals.
- Conducted staff training for the Quality Management Program and developed plans to successfully implement the program.
- Improved financial, client, and staff metrics by Implementing an Accountability Program in the San Diego Office to improve morale and staff engagement.
- Reviewed financial performance of the operations on a weekly basis.
- Managed and approved contractual issues and ensured client satisfaction via the client survey database and individual client meetings.
- Led the development and implementation of a global initiative to recruit and retain women. Made recommendations to the president and the Executive Management Committee and obtained approval for implementation of a phased approach to meet the goals of the initiative.

Business Line Manager for Southern California Region, San Diego, CA I 2010 – 2012
Managed thirteen business lines in federal, state and private markets to ensure delivery of the sales plan. Managed the development of the $250 million sales budget for the entire region and tracked progress throughout the year.

- Collaborated closely with the regional business line leaders and other leadership to ensure execution of the sales plan.
- Implemented the company vision and plans by collaborating with National Business Line leaders.
- Organized semi-annual strategic planning sessions and assisted in strategizing for major pursuits.

Director of Engineering for Pacific Sub Region, San Diego, CA I 2009 – 2012
Developed and oversaw cross selling activities of the San Diego Engineering Office as well as the Honolulu Office.

- Developed and managed the strategic growth plans and the sales goals for the two offices.
-Managed business development and sales teams and developed pursuit strategies.
- Participated in Red Team reviews and prepared teams for large scale pursuits and presentations.
- Positioned for and won $45M in aviation and transit projects in both offices despite the lack of local expertise in those market segments and by utilizing the full resources of the company.

Infrastructure Department Manager, San Diego, CA I 2006 – 2009
Managed the Infrastructure Department of the San Diego Office which included transportation and water resources practices.

- Developed business for the department, recruited, managed, and mentored staff and managed the SANDAG $12M On-call Contract.

ADDITIONAL RELEVANT EXPERIENCE

Willdan, San Diego, CA - Senior Vice President and Regional Manager
DMJM, an AECOM Legacy Company, Los Angeles and San Diego, CA - Associate Vice President
Tudor Engineering, Los Angeles, CA - Project Manager
Caltrans District 7, Los Angeles, CA - Associate Transportation Engineer.

EDUCATION

Bachelor of Science, (BS), Civil Engineering,
California State University, Long Beach, CA
AFFILIATIONS

- California Transportation Foundation (CTF), Board Chair, Executive Committee Member, 2017-Present
- Women's Transportation Seminar (WTS), San Diego Chapter Director at Large, 2019-Present
- Urban Land Institute (ULI), San Diego Chapter, Advisory Board Member, 2011-2013
- California Transportation Foundation (CTF), Treasurer, 2010-2011
- American Council of Engineering Companies (ACEC), California, Board of Directors, 2008-2011
- American Public Works Association (APWA), San Diego Chapter, Treasurer, 2006-2008
- WTS, International President, 2004-2006

AWARDS

- Woman of the Year, WTS San Diego Chapter, 2014
- Top 25 Most Influential Women in the Region's Transportation Industry, WTS LA Chapter, 2011
- Member of the Year, WTS International, 2005
Applicants Requesting Reappointment
Applicant name: Sadowsky, Gregg

Position: A professional with experience in real estate, land economics, and/or right-of-way acquisition.
REQUEST FOR REAPPOINTMENT TO THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

(This is a fill-in PDF form)

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than December 31, 2019:

1. All eight pages of the completed and signed application form;
2. A copy of your resume; and
3. Any additional information you believe relevant to your application.

Please note that SANDAG already has a completed and signed Statement of Economic Interests (Form 700) on file for members seeking reappointment.

SANDAG
Attn: Ariana zur Nieden
401 B Street, Suite 800
San Diego, CA 92101

If submitted by email: ariana.zurnieden@sandag.org
(with a subject line of “SANDAG Independent Taxpayer Oversight Committee Request for Reappointment”)

Your application is deemed submitted when you receive an acknowledgement from SANDAG.
If you need additional space to answer any of the following questions, please provide the information in an attachment.

Section A – General information

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<thead>
<tr>
<th>Title</th>
<th>☐ Mr.</th>
<th>☐ Ms.</th>
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<tbody>
<tr>
<td>Name (last, first, middle)</td>
<td>Sadowsky, Gregg</td>
<td></td>
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<tr>
<td>Email address</td>
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<tr>
<td>Primary telephone number</td>
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</tr>
<tr>
<td>Current address (number, street, city, state, ZIP code)</td>
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</tbody>
</table>
Section B – Licenses or certifications relevant to the position

Please list the type of license or certificate, issuing state/entity, license number, date of issue/expiration date:

California Real Estate Brokers License #00868002 Expires: 2/21/2021

Section C – Education (college/university or other education history)

Please list the school, degree, major, year earned:

University of Florida - Bachelor of Arts - Business Management - Graduated 1982

Section D – Civic/community/volunteer experience over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

ISANDAG Independent Taxpayer Oversight Committee - Volunteer Committee Member (Sept. 2018 - Current)
San Diego Coastkeeper Board Member - San Diego, CA - Volunteer advisor and member (2012-2016)
Habitat for Humanity - Part of a corporate team that helped build houses in San Diego and Los Angeles (2010-2015)

Section E – Professional/other relevant organizations over past five years

Please list the organization name, city/state, activity/type of work, dates (from/to):

International Council of Shopping Centers (ICSC) Industry group that promotes all aspects of Shopping Centers in building communities., fueling economies and inspiring innovation. Member since 1987.

Section F – Three references familiar with your qualifications for this appointment

Please list the reference name, your association with reference, reference telephone number:

David Malmuth - friend and work associate - [redacted]
Dana Schiffman - friend and work associate - [redacted]
George Yermanos -friend - [redacted]
Section G – Positions Eligible for Reappointment

The following Independent Taxpayer Oversight Committee positions, shown in **BOLD**, are eligible for reappointment. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

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

I have been in the commercial real estate business since 1984, when I started as a commercial broker doing all facets of leasing and sales for different property types. Following my interest in retail, I went on to specialize in the shopping center side of the commercial real estate business. Over my last 20 years, I have been heavily involved in the operations, development and redevelopment of shopping centers owned by Regency Centers and other Landlord’s in California and Nevada. More specifically, I also managed projects involving selling off some land parcels and negotiating with several cities and public utilities for right-of-way rights and easements.

☐ 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 the management of large-scale construction projects.
Section G – Positions Eligible for Reappointment (continued)

The following Independent Taxpayer Oversight Committee positions, shown in **BOLD**, are eligible for reappointment. Briefly describe the nature of your experience as related to that category, including the number of years of experience you have in that area.

☐ 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.

☐ 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.

☐ 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.
Section H – About yourself, as related to the job position

Please respond as concisely as possible. Applications will not be judged on length of response.

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

I would like to continue to be a Committee member as I feel I am still learning about ITOC’s role in SANDAG’s governance and feel I can still add value. In 2016, I left the corporate world after 17 years at Regency Centers, a public traded REIT, to start a consulting business which I have been thriving in. As a segue into semi-retirement, leaving Regency allowed me to control my work load more and enjoy the next part of my life, including getting involved with my community. It has always been important to me to give back and volunteer for worthwhile endeavors. After being contacted by a current committee member about the upcoming vacancy, I read up on the activities of the ITOC and I knew I could add value to the committee through my years of real estate experience.

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

I have been involved in several right-of-way transactions during my previous career and feel I can bring a property owner’s perspective to the process. Sometimes municipalities only see one side of the right-of-way acquisition and do not understand how this loss of property might effect the owner or business involved. I am also a Licensed California Real Estate broker and have been involved in several different types of transactions such as the sale of land, build-to-suits and leasing. In my career I have also been involved in several ground up developments and redevelopments of shopping centers.

I have been involved in several right-of-way transactions during my previous career and feel I can bring a property owner’s perspective to the process. Business owners and municipalities tend to have different goals in mind and are impacted by different factors, and I can help explain the gap between the two points of view. I am also a Licensed California Real Estate broker and have been involved in several different types of transactions including the sale of land, build-to-suits, and commercial leasing. As well, I have also been involved in several ground up developments and redevelopments of shopping centers in Southern California and Nevada. Through these experiences, I have gained an understanding of what is important to municipalities as well as business owners, and can help ITOC advise SANDAG.

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

I want to continue to add value to an already very talented committee through leveraging my years of experience I have accumulated in the real estate business. I also hope to serve the public’s interest by making SANDAG a more accountable organization.
Section I – Affiliations

To the best of your knowledge, have you currently, or have you ever been, affiliated (as a director, officer, partner, trustee, employee, owner, advisor, or consultant) with any institution, organization, or business entity that might present an actual, potential, or apparent conflict of interest should you be appointed? An example would include, but not be limited to, a contract with SANDAG.

☐ Yes (If “Yes”, please explain below) ☐ No

Section J – Financial holdings and property

To the best of your knowledge, do you have financial holdings in or receive income from any source or own real property or personal property that might present an actual, potential, or apparent conflict of interest should you be appointed?

☐ Yes (If “Yes”, please explain below) ☐ No
Applicant certifies

All statements in this application are true and correct to the best of my knowledge and belief. I understand that false or misleading answers are cause for rejection of this application.

By submitting my application to SANDAG, I authorize employers, schools, law enforcement agencies, and other individuals and organizations named in this application to provide candid and full information regarding my work record, job performance, volunteer work or service as a public official, character, ability, and fitness to authorized employees of SANDAG. I understand that the information may be positive, negative, confidential, and/or privileged in nature and may be used by SANDAG in any phase of the application process. I release current and previous employers, schools, law enforcement agencies, individuals, organizations, and SANDAG and its employees/representatives from any liability and/or damages that may result from the release, receipt, or use of requested information.

By checking the “I agree” box below, I hereby certify that I have read and understood the instructions, conditions, and other information provided in this document.

I agree [ ]

Signature (please type name)  Date

Gregg Sadowsky  January 3, 2020

Please feel free to provide additional information or letters of endorsement.
Thank you for your interest in serving on the SANDAG Independent Taxpayer Oversight Committee.
Gregg R. Sadowsky

Executive Profile

Senior Real Estate Executive who is expert in assessing repositioning and redevelopment opportunities that drive profitable results for partners and investors. Known as a ‘problem solver’ with diverse skillset in asset management, property management, and leasing and redevelopment of grocery-anchored and community shopping centers. Expertise includes long range planning and forecasting, annual capital budgeting, and complex entitlement and redevelopment solutions. Solid experience in communicating with institutional investors and joint venture partners.

Significant Accomplishments

- Built teams in Los Angeles and San Diego to manage operations and leasing for 35+ grocery-anchored and community shopping centers with NOI of $88 million and NAV of $1.8 billion.
- Spearheaded operations for 7 million square feet of grocery-anchored, community and power centers.
- Grew NOI in my portfolio by a minimum of 3% annually in the last 5 years and by 7.5% in 2015.
- Achieved additional revenue sources of $1 million annually.
- Negotiated contracts and leases for over 2 million square feet.
- Developed and maintain deep relationships with national, regional and local retailers.
- Directed leasing teams in merchandising 20+ ground-up developments totaling 4 million square feet in Southern California and Las Vegas.
- Led redevelopment teams in the design, construction, leasing and repositioning of 5 neighborhood grocery-anchored shopping centers which all had double digit incremental returns.
- Participated in acquisitions and dispositions of 25 assets in Southern California and Las Vegas.

Experience

CAL TD INVESTMENTS, LLC, San Diego, CA  May 2016 – Present
Consulting and investment business working with property owners and advising them on leasing and repositioning of their retail shopping centers.

REGENCY CENTERS, Solana Beach, CA  1999 – April 2016
Senior Vice President - Senior Market Officer (2011 - present)
Vice President - Regional Officer (1999 - 2010)
Direct management and leasing for 4.7 million square foot portfolio of premier grocery-anchored and community shopping centers in Southern California. Lead staff that oversees asset management, property management, and leasing. Handle negotiation, review, sign off and or execution of all leases and renewals. Review and approve all acquisitions and dispositions. Direct teams in redeveloping and repositioning portfolio assets from design through bringing updated assets online.

PACIFIC RETAIL TRUST, San Diego, CA / Irvine, CA  1996 – 1999
Vice President / Regional Officer
Recruited to open San Diego and Irvine management offices including hiring management and leasing staffs. Drove NOI, developed and managed leasing team, executed re-merchandising strategies, negotiated anchor leases, grew occupancy and rents, handled quarterly budgeting and forecasting and managed an operations team and its annual capital budget.

- Directed Southern California shopping center operations and leasing for a portfolio that grew to 20 centers totaling 2.5 million square feet.

HOLLIS & ASSOCIATES, San Diego, CA  1994 - 1996
Leasing Representative
Accountable for leasing 4 retail shopping center properties totaling 750,000 square feet.
Other Relevant Positions:

UNIVERSITY REDMOND CORPORATION, San Diego, CA

Leasing / Sales Representative
Real estate leasing consultant for third party owners of shopping centers and office/industrial buildings.

KODASH, INC. / WILLIAM J. STONE & ASSOCIATES, San Diego, CA

Director of Leasing
Led team of 3 leasing representatives and the leasing of 5 shopping centers and 1 office building totaling 1.5 million square feet in Southern California and Arizona.

CW CLARK INC. / RANCON, La Jolla, CA

Broker

Education and Licensure

Bachelor of Arts, University of Florida, Gainesville, FL
SCLS - Senior Certified Leasing Specialist - International Council of Shopping Centers (ICSC)
Licensed Real Estate Broker - California

Professional Associations

International Council of Shopping Centers (ICSC)
Discussion Memo

Background

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 ITOC functions in an independent, open, and transparent manner to ensure all voter mandates are carried out as required in the Ordinance, and to develop constructive recommendations for improvements to the financial integrity and performance of the TransNet program.

The membership of the ITOC consists of seven voting members, each of whom represents a specified area of expertise. One position is currently vacant, the term of one ITOC member will expire in May 2020, and one incumbent is eligible to be reappointed.1

Selection Process

The ITOC selection process consists of two steps pursuant to the TransNet Extension Ordinance. First, the Technical Screening Committee reviews applications and recommends candidates for each position. Second, the Selection Committee is asked to consider applications for each position based on recommendations provided by the Technical Screening Committee. For a member eligible to serve for an additional term, an application for reappointment to continue as a member of the ITOC must be submitted.

The TransNet Extension Ordinance states:

1. 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 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.

2. 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.

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1 The TransNet Extension Ordinance states that “ITOC members shall serve no more than eight years unless the member’s first term was less than four years, in which case the member may serve an additional two terms after the partial term. In no case, however, shall any member serve more than ten years on the ITOC.” ITOC member Gregg Sadowsky was initially appointed to fill a mid-term vacancy in August 2018 and is seeking reappointment for his second term.
- 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.

Technical Screening Recommendations

Requests for Appointment

Seven applications were received for the following publicly noticed ITOC positions:

- 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.
- 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.

Consistent with the TransNet Extension Ordinance, the Technical Screening Committee reviewed all candidate applications received and recommends four candidates be advanced for consideration by the Selection Committee based on their qualifications.

The candidates for the Private Sector/CEO position are:

- Robert Dameron – Technical Screening Committee members considered Mr. Dameron’s experience in the private consulting engineering sector. They also noted Mr. Dameron’s additional education and training in leadership and management roles. In addition, the Committee considered Mr. Dameron’s affiliation with various professional associations.
- Afsaneh (Sunnie) House – Technical Screening Committee members considered Ms. House’s vast experience as a transportation professional, spanning more than 36 years, which includes executive level leadership roles totaling more than 23 years. The Committee also considered Ms. House’s unique insight and perspective gained through serving public sector planning and transportation agencies and affiliation with various professional associations.

The candidates for the Licensed Engineer position are:

- Maryam Babaki – Technical Screening Committee members considered Ms. Babaki’s extensive engineering experience in the public and private sectors, serving several jurisdictions, local and state level department of transportation agencies. The Committee also noted Ms. Babaki previously served on the ITOC from May 2005 through May 2007.
- Les Hopper – Technical Screening Committee members considered Mr. Hopper’s extensive engineering experience in the public and private sectors, serving in a senior decision-making capacity for more than 30 years. The Committee also considered Mr. Hopper’s affiliation with various professional associations, currently serving as chair of the American Council of Engineering (ACEC).
Requests for Reappointment

One eligible incumbent applied for reappointment to continue as a member of the ITOC for the following position:

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

Consistent with the TransNet Extension Ordinance, the Technical Screening Committee reviewed the reappointment application received and recommends the reappointment of Mr. Sadowsky for consideration by the Selection Committee.

The Technical Screening Committee’s recommendation memo, along with the applications for the recommended candidates, are included as Attachment 1.

Conflicts of Interest Review

The SANDAG Office of General Counsel (OGC) performed a conflicts of interest check for members seeking appointment to review affiliations with business entities that may present potential conflicts of interest. Based on SANDAG Board Policy No. 031, as well as guidance from the OGC, the possibility of a potential conflict of interest does not automatically disqualify an applicant.

The SANDAG OGC conducted a conflicts of interest review based on both the ITOC application and required statement of economic interests provided by each applicant. While the OGC determined potential conflicts exist for Mr. Dameron, Mr. Hopper, Ms. House and Mr. Sadowsky based on their current employment status, none would be precluded from serving as an ITOC member. The OGC determined no potential conflicts exist for Ms. Babaki.

Should the Selection Committee not approve the requested appointments, the selection process for a new member would be initiated. A Technical Screening Committee would be established to review applications received from interested individuals and recommend qualified candidates for consideration by the Selection Committee.

ITOC Term Limits

In 2017, the SANDAG Board of Directors amended the TransNet Extension Ordinance to further stagger ITOC terms to prevent turnover of more than two members at any one time and to allow members filling mid-term vacancies to serve additional terms (not to exceed a total of ten years). In addition, the TransNet Extension Ordinance amendment acknowledged that if more than two members need to be replaced during the same recruitment period, the Selection Committee would determine the length of each members’ first term to limit concurrent future turnover.

The ITOC member requesting reappointment (Real Estate/Right-of-Way category) was originally appointed to fill a mid-term vacancy and the proposed reappointment is shown below. The maximum date through which the member can serve without exceeding the ten-year limitation also is shown. In addition, the proposed term end date is noted. The new member that would ultimately be selected to fill the current vacancy for the Private Sector/Chief Executive Officer position is proposed to serve through May 2021 (expiration date of the mid-term vacancy); a term of four years (through May 2024) is proposed for the Licensed Engineer position.

In accordance with the TransNet Extension Ordinance, ITOC members are to serve a term of four years, except that appointments may be less than four years to ensure the terms of the ITOC members are sufficiently staggered. The TransNet Extension Ordinance also states that ITOC members shall serve no more than eight years unless the member’s first term was less than four years, in which case the member may serve an additional two terms after the partial term. In no case, however, shall any member serve more than ten years on the ITOC.
Table 1. Proposed Term Limits for ITOC Members

<table>
<thead>
<tr>
<th>Reappointment Request</th>
<th>New Appointee Private Sector/CEO</th>
<th>New Appointee Licensed Engineer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Original Term Start</strong></td>
<td></td>
<td></td>
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<tr>
<td>August 2018</td>
<td>April 2020</td>
<td>June 2020</td>
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<tr>
<td><strong>Second Term Start</strong></td>
<td></td>
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<tr>
<td>June 2020</td>
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<tr>
<td><strong>Proposed Term End Date</strong></td>
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</tr>
<tr>
<td>May 2024</td>
<td>May 2021</td>
<td>May 2024</td>
</tr>
</tbody>
</table>

Based on the proposed term end dates shown above, term limits for all seven ITOC members would be as follows and would ensure term expirations do not result in more than two vacancies at any one time. Alternatively, the Selection Committee could elect to stagger terms differently than proposed below for the current vacancy and members seeking reappointment as shown in grey cells.

Table 2. Term Limits for All ITOC Members

<table>
<thead>
<tr>
<th>Terms expiring May 2021</th>
<th>Term expiring May 2022</th>
<th>Term expiring May 2023</th>
<th>Terms expiring 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>A professional with experience in the management of large-scale construction projects (Brad Barnum)</td>
<td>A licensed architect, civil engineer, or traffic engineer (Michael Kenney)</td>
<td>A professional in the field of municipal/public finance and/or budgeting (Stewart Halpern)</td>
<td>A professional with experience in real estate, land economics, and/or right-of-way acquisition (Gregg Sadowsky)</td>
</tr>
<tr>
<td>A chief executive officer or person in a similar senior-level, decision-making position of a major private sector employer (New Appointee)</td>
<td>A professional in biology or environmental science (Dustin Fuller)</td>
<td>A licensed engineer with appropriate credentials in the field of transportation project design or construction (New Appointee)</td>
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</tr>
</tbody>
</table>

* Shaded cells indicate positions subject to consideration by the Selection Committee during current solicitation period.