Selection Committee for the TransNet Independent Taxpayer Oversight Committee

Monday, August 17, 2020
9 to 10 a.m.
**Teleconference Meeting**

Agenda Highlights

- TransNet Independent Taxpayer Oversight Committee: Overview
- TransNet Independent Taxpayer Oversight Committee: Appointment of Members

MEETING ANNOUNCEMENT AMIDST COVID-19 PANDEMIC:
The Independent Taxpayer Oversight Committee meeting scheduled for Monday, August 17, 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 sandag.org
- Observe the meeting via Zoom
- Submit comments via email to clerk@sandag.org by 4 p.m. on Friday, August 14, 2020
- To participate via Zoom webinar, click the link to join the meeting: https://zoom.us/j/93412116590
- To participate via Telephone, dial a number based on your current location (US: +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592). The Webinar ID is: 934 1211 6590
- International numbers available: https://zoom.us/u/ac3wo6aRwQ

SANDAG is relying on commercial technology to broadcast the meeting via Zoom. 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 sandag.org.

Public Comments: Persons who wish to address the members on an item to be considered at this meeting, or on non-agendized issues, may email comments to the Clerk at clerk@sandag.org (please reference: “August 17, 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 Friday, August 14, will be provided to members prior to the meeting. If you desire to provide a live verbal comment during the meeting, please join the Zoom meeting either by computer or phone. At the time for public comments, members of the public will be advised to ‘Raise Hand’ if they wish to provide comments. The ‘Raise Hand’ feature can be found on the Zoom toolbar for those who are joining via computer or by entering *9 for those who joining via telephone only. The Chair will call on members of the public by name for those joining via a computer and by the last three digits of your telephone number for those joining via telephone. 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 ITOC Selection Committee on any item at the time the ITOC Selection Committee is considering the item. Public speakers are limited to three minutes or less per person. The ITOC Selection 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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如有需要，可以把SANDAG议程材料翻译成其他语言。

请在会议前至少 72 小时打电话 (619) 699-1900 提出请求。

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Open your browser and go to https://www.streamtext.net/player?event=SANDAG-ITOC

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**

Monday, August 17, 2020

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Action</th>
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<tbody>
<tr>
<td>1.</td>
<td><strong>Selection of Chair</strong>&lt;br&gt;The Selection Committee should select a chairperson for purposes of conducting the meeting.</td>
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<td>+2.</td>
<td><strong>TransNet Independent Taxpayer Oversight Committee: Overview</strong>&lt;br<em>Ariana zur Nieden, SANDAG</em>&lt;br&gt;An overview of the ITOC and its responsibilities will be presented.</td>
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<td><strong>TransNet Independent Taxpayer Oversight Committee: Appointment of Members</strong>&lt;br<em>Ariana zur Nieden, SANDAG</em>&lt;br&gt;The Selection Committee for the ITOC is asked to appoint one member to serve in the Real Estate/Right-Of-Way category.</td>
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<td>4.</td>
<td><strong>Public Comments/Communications/Member Comments</strong>&lt;br&gt;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 <a href="mailto:clerk@sandag.org">clerk@sandag.org</a> (please reference: &quot;August 17 ITOC Selection Committee Meeting&quot; in your subject line and identify the item number(s) to which your comments pertain). Comments received by 4 p.m. on Friday, August 14, 2020, 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.</td>
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<td>5.</td>
<td><strong>Adjournment</strong></td>
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+ next to an item indicates an attachment
Selection Committee for the
TransNet Independent Taxpayer Oversight Committee

August 17, 2020

TransNet Independent Taxpayer Oversight Committee: Overview

In accordance with the TransNet Extension Ordinance (Ordinance), the 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 2020 ITOC Annual Report, was presented to the Board of Directors in July 2020. 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 would begin serving 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.org

Attachment: 1. ITOC Overview and Current Membership

Action: Information
An overview of the ITOC and its responsibilities will be presented.

Fiscal Impact:
Up to $250,000 per year, with adjustments for inflation based on the consumer price index for San Diego County, may be expended for activities related to the ITOC. FY 2021 ITOC activities are funded through Work Element Project No. 1500200 in the amount of $626,803.

Schedule/Scope Impact:
The ITOC was established as a requirement of the TransNet Extension Ordinance and its purview is limited to ensuring accountability for expenditures made under the TransNet Expenditure Plan and recommending improvements to the program.
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 2021

- **Brad Barnum** serves in the ITOC position as a professional with experience in the management of large-scale construction projects. Brad has more than 13 years of experience in various aspects of the construction industry, including bidding practices, specifications content, project delivery methods, payment schedules, inspector methods, change order procedures, contracts, safety, and labor compliance; and also served as vice president of Government Relations of the Associated General Contractors in San Diego for the past 12 years. Brad is a Torrey Hills resident working in Sorrento Valley.

- **Sunnie House (ITOC Vice Chair)** serves in the ITOC position for a chief executive officer or person in a similar senior-level decision-making position, of a major private sector employer with demonstrated experience in leading a large organization. As an executive in operations and business development for large global infrastructure consulting firms for over 23 years, Sunnie led diverse teams of professionals in areas of transportation planning, engineering, and program and construction management. Sunnie owns a consulting firm providing management and leadership optimization solutions to public and private organizations to support their growth and success. Sunnie lives and works in Rancho Bernardo.

Terms expiring May 2022

- **Michael Kenney (ITOC Chair)** serves 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 and has worked for both private and public entities and has served as City Traffic Engineer for several cities. Mr. Kenney lives in the Rolando neighborhood.

Terms expiring May 2023

- **Stewart Halpern** serves 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. Stewart has over 30 years of experience in various aspects of financial decision-making, managing external auditors, budgeting, and financial analysis. Stewart served as a senior financial executive for major Wall Street firms, with a focus on tax-exempt entity financing; and 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 La Jolla.

- **Dustin Fuller** serves 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. Dustin is a senior environmental planner with the 22nd District Agricultural Association and has more than 15 years of experience in environmental planning, including coordination with resource agencies, preparation of environmental documents, and permit processing. Dustin serves as a member of the Association of Environmental Professionals. Dustin is a Clairemont resident working in Del Mar.
Terms expiring May 2024

- **Les Hopper** 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. Les is a Principal at Rick Engineering Company and leads the transportation infrastructure practice. Les has 40 years of hands-on experience in the management, planning, permitting, and design of both public and private projects from inception through construction. Les has a Master’s of Business Administration from Chapman University and currently holds board positions on the local Women in Transportation and American Council of Engineering Companies chapters, and is a past president of the San Diego Transportation Development Agency and of the Society of American Value Engineers. Les enjoys living in North County and works in Mission Valley.

- **Vacant** (Term expired May 2020): ITOC position for a professional with experience in real estate, land economics, and/or right-of-way acquisition.
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 is currently one vacant position on the ITOC in the category of real estate, land economics, and/or right-of-way acquisition.

Applications for the vacant position 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 the open position.

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 six applications received. The Technical Screening Committee’s recommendation memo and applications for both recommended candidates 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 August 17, 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 would begin serving in September 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) 699-6961, ariana.zurnieden@sandag.org
Julie Barajas, (619) 595-5386, julie.barajas@sandag.org

Attachments: 1. Technical Screening Committee Recommendation Memo including Candidate Applications
2. Discussion Memo

Action: Appoint
The Selection Committee for the ITOC is asked to appoint one member to serve in the Real Estate/Right-Of-Way category.

Fiscal Impact:
Consistent with TransNet Extension Ordinance provisions, 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 Real Estate/Right-Of-Way category is anticipated to begin serving in September 2020.
August 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

Consistent with the Extension Ordinance, the Technical Screening Committee met via telephone conference call on July 30, 2020, to discuss candidate applications.

A total of six applications were received for the following position:

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

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 for the real estate, land economics, and/or right-of-way acquisition category be advanced for consideration by the Selection Committee based on their qualifications.
The candidates for the real estate, land economics, and/or right-of-way acquisition position are:

- Jeffrey Schneider – Technical Screening Committee members considered Mr. Schneider’s experience in the real estate, real estate law, and land acquisition sector. They also noted Mr. Schneider’s additional education and training in leadership and management roles.

- Bruce Urquhart– Technical Screening Committee members considered Mr. Urquhart’s depth and breadth of experience in the transportation and right-of-way fields. They noted Mr. Urquhart’s long career of almost four decades, ranging from land surveyor rising to Caltrans management and his current role as lecturer.

**Conflicts of Interest Review**

All applicant’s affiliations with business entities 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, staff noted that the possibility of a potential conflict of interest does not automatically require disqualification of an applicant.

AZU/JBA
Applicant name: Schneider, Jeffrey Alan

Position applied for: A professional in real estate, land economics, and/or right-of-way acquisition
Application submission

To submit your application, please complete and submit the following information to the office listed below no later than July 1, 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

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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></td>
<td>Schneider, Jeffrey Alan</td>
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<td>Email address</td>
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<td>Number</td>
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<td>Existing ITOC member, Stewart Halpern</td>
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<td>How did you hear about the open position?</td>
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SANDAG Request for Appointment to the Independent Taxpayer Oversight Committee

May 2020
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 State Bar License 144680 issued 12/18/89, expires annually unless renewed.
- California Department of Real Estate Broker License 00999620, issued 8/25/88, expires 9/9/21.

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

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

- Stanford Law School, J.D., 1989
- Harvard Graduate School of Education, M.Ed., 2017
- Stanford University, A.B. Economics/Policy Analysis, 1986
- Fielding Graduate University, MA in Organization Development & Change, 2020
- Fielding Graduate University, PhD candidate in Human Development (ABD) - present

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

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

- Just in Time Foster Youth, San Diego, CA, coaching 2020 -
- The Honor Foundation, San Diego, CA, transition coaching for special forces 2019 -
- University of San Diego Graduate School of Leadership and Education, mentor 2018 -
- Fieldstone Leadership Network, advisor and workshop presenter, 2017 -
- Words Alive, San Diego, CA, teach and mentor incarcerated and troubled youth

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

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

- Partners in Thought, LLC, San Diego, CA, President of consulting and coaching organization since 2017
- OliverMcMillan Companies (now part of Brookfield Properties), San Diego, CA Director of Real Estate Finance and Chief Legal Officer 2012-2017
- Bridgesource Capital Corp., San Diego, CA, President of real estate company since the 1990s

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

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

- Stewart Halpern, friend and business colleague
- Rob Grant, prior co-worker at OliverMcMillan (now Brookfield Properties)
- John Shaw, prior colleague and multiple business relationships

SANDAG Request for Appointment to the Independent Taxpayer Oversight Committee
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.

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

For 30 years, I have been a real estate lawyer, real estate executive, real estate professor, real estate broker, real estate lender, and real estate investor and operator, responsible for billions of dollars of transactions. Served as outside counsel for real estate and business clients as well as in-house as General Counsel and Director of Real Estate Finance for a national mixed-use development company. Ran a nonprofit developer of housing for the mentally-ill homeless. Rated “AV” by Martindale-Hubbel (highest rating awarded for both legal ability and ethical standards); included in annual list of Best Lawyers in America®; named a “Super Lawyer” by independent rating service; and repeatedly named top lawyer by San Diego Magazine. Served as Chairman of the California State Bar Real Property Section, Chairman of the State Bar’s Commercial and Development Subsection, and Chairman of the San Diego County Bar’s Real Property Section. Advised on the CEB treatise on Ground Leasing and co-authored the leading textbook on Business Franchise Law. Taught hundreds of real estate professionals through various organizations regarding all types of commercial real estate matters.
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’m in my “second adulthood,” during which I devote myself to serving the greater good. Serving my community through the ITOC would give me the opportunity to leverage many of my skills, experience, knowledge, and passions that rarely can be combined in one role.

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

Two general categories:

1. Comprehensive knowledge of all aspects of commercial real estate (valuation, development, construction, title, equity and debt financing, operation and management, easements and ground leases, land use, etc.). This knowledge may be helpful in evaluating TransNet project performance.

2. Expertise in organizational development, team processes, coaching, and facilitation, all of which may be helpful in serving the ITOC itself and its other members.

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

To employ multiple perspectives, humility, and provocative questioning to the ITOC process and to apply my detail-oriented approach to ensuring meaningful oversight.
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

Jeffrey A. Schneider June 25, 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.
JEFFREY ALAN SCHNEIDER, J.D., M.Ed., M.A., PCC

EDUCATION

Harvard University Graduate School of Education, M.Ed. in Mind, Brain and Education 2017.
Fielding Graduate University, M.A. in Organization Development & Change (2020) and Ph.D. Candidate in Human Development.
College of Executive Coaching, Advanced Certification – Personal and Executive Coaching 2015.

PROFESSIONAL EXPERIENCE

Real Estate Experience:
• OliverMcMillan®, Inc. (now part of Brookfield Properties, the world’s largest real estate company). Director of Real Estate Finance and Chief Legal Officer for this national development company specializing in mixed-use and public-private projects. (In-house 7/2013-2/2017; outside counsel and advisor since 1994.) Managed all transactions, including acquisition, disposition, debt and equity financing, joint ventures and public-private partnerships, due diligence, and leasing. Also involved daily in development and construction matters. Managed in-house and outside lawyers and law firms.
• Vanguard® Law Group, LLP (10/2001-7/2013). Founding and managing partner of boutique real estate transactional and counseling firm, whose clients primarily were real estate developers, investors, and lenders. Closed over a billion dollars’ worth of real estate transactions, including complex leasing, financing, development, acquisition, sales, exchanges, syndication, and redevelopment transactions. Managed the firm as CEO.
• Real Estate Law. Prior to Vanguard®, attorney for Sheppard Mullin (1989-1993) and Solomon Ward (1993-2001). Jeff is rated “AV” by Martindale-Hubbel (highest rating for both legal ability and ethical standards). Included in the annual list of Best Lawyers in America® based on confidential peer reviews, named a “Super Lawyer” by an independent rating service, based on statewide peer nominations and independent research and evaluation, and named a top lawyer by San Diego Magazine. Served as Chair of the California State Bar Real Property Section, Chair of the California State Bar Development Subsection, and Chair of the Continuing Legal Education Committee of the San Diego County Bar.
• Bridgesource® Capital Corp. (8/2005 – present). Founder and President of this multi-faceted real estate company, which originates bridge loans secured by commercial real estate, acquires and leases real estate, provides asset and property management services, and provides consulting services for the real estate industry.
• Real Estate Teaching. For 20 years, adjunct law professor at California Western School of Law, and additionally instructed practicing real estate professionals on behalf of the American Land Institute, University of California’s Continuing Education of the Bar (CEB), National Business Institute, State of California, and various industry groups. Advisor to CEB real estate division and consultant on CEB’s ground leasing treatise. Author of textbook, “Business Franchise Law” (used by law schools throughout the U.S.).
• Licensed as Real Estate Broker in California since 1989.
Leadership Positions:

- Chief legal officer and Director of Real Estate Finance for OliverMcMillan, Inc., a national development company specializing in mixed-use and public-private projects (now a Brookfield company).
- Managing Partner and CEO of Vanguard® Law Group, LLP, a boutique transactional and counseling firm.
- President/CEO for The Association for Community Housing Solutions (TACHS), a non-profit corporation that develops and services housing for the mentally-ill homeless.
- Chair of the Board of Trustees for The Children’s School for Child-Centered Education, Inc., a progressive independent K-8 school.
- Chair of the Executive Committee of the California State Bar’s Real Property Section.
- Chair of the California State Bar Development Subsection.

Leadership Coaching, Training, and Facilitation: Partners in Thought, LLC (4/2015-present). As CEO and Board Certified Coach, serves leaders and emerging leaders to achieve individual and organizational objectives, such as improved leadership and management skills, organizational and talent development, change management, project management, organizational structuring, and strategic planning and implementation. Clients span five continents, from individual politicians and small entrepreneurial ventures to multinational conglomerates, public agencies, and academic institutions. Teach and coach senior executives from around the world on behalf of Harvard Business School and Yale Graduate School of Management, coaching several U.S. mayors on behalf of the Bloomberg|Harvard City Leadership Initiative, conducting workshops for nonprofit leaders on behalf of the Fieldstone Leadership Network, and coaching various other clients worldwide.

Public Service:

The Association for Community Housing Solutions (TACHS). President of non-profit corporation that develops and services housing for the mentally-ill homeless (1993-1997).


Judge. For 20 years, on a pro bono basis, adjudicated over 1,000 cases for the San Diego Superior Court as Judge pro tem (1997-2017).

Arbitrator. On behalf of the San Diego County Bar Association, arbitrated disputes between attorneys and clients (1991-2012) on a pro bono basis.

Incarcerated Youth. Teach and mentor incarcerated youth at juvenile justice detention facility on behalf of Words Alive, a San Diego non-profit (2017 – 2018).

Pro Bono Legal Services. For decades, provided free legal services to underserved individuals and nonprofit organizations (received four Distinguished Service Awards from San Diego
Volunteer Lawyers Program and nine annual *Pro Bono* Awards from the California State Bar.

**Pro Bono Coaching Services.** Serves nonprofits on a pro bono basis coaching leaders, employees, and agency clients, including The Honor Foundation transition coaching for elite forces leaving the military and foster youth service providers.


**United States Selective Service Board** (2007-2013) – nominated by the Governor of California and appointed by the President of the United States.

**Personal:** Lives in downtown San Diego with wife of 29 years, two college kids sheltering in place, and two hilarious dogs. Life-long student of the mind and brain. Hobbies include laughing, running, tennis, music, theater, and reading. Distant past highlights include certified hypnotherapist; snorkeling and sailing instructor and theatrical performer for Club Med in Martinique; professional photographer; and criminal investigator.
Applicant name: Urquhart, Bruce C.

Position applied for: A professional in real estate, land economics, and/or right-of-way acquisition
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 July 1, 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

<table>
<thead>
<tr>
<th>Title</th>
<th>☐ Mr.</th>
<th>☐ Ms.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name (last, first, middle)</td>
<td>Urquhart Bruce C.</td>
<td></td>
</tr>
<tr>
<td>Email address</td>
<td><a href="mailto:bruceurquhart73@hotmail.com">bruceurquhart73@hotmail.com</a></td>
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<tr>
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<td>☐ Work</td>
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<td>Number</td>
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<td></td>
</tr>
<tr>
<td>Alternative telephone number (optional)</td>
<td>☐ Mobile</td>
<td>☐ Work</td>
</tr>
<tr>
<td>Number</td>
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<td></td>
</tr>
<tr>
<td>Current address (number, street, city, state, ZIP code)</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

☐ How did you hear about the open position?

SANDAG employee and SANDAG website
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 Land Surveyor, CA #5988; EXP= 12/2020

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

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

B/A Geography - San Diego State University (SDSU), 1978

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

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

Lecturer in the Engineering Department at San Diego State University (SDSU) for 28 years.
Aztec Mentor Program (through the SDSU Alumni Association). Mentored civil engineering students each semester for the last seven years.
Volunteer beach clean-up with Chi Epsilon (San Diego State Chapter) 2016 -2018.
Volunteer in assisting Chi Epsilon conference hosted by San Diego State University in 2017.

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

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

Member of the Women in Transportation Seminar (WTS), San Diego Chapter, 2011 to present.
Member of the Women in Transportation Seminar (WTS), San Diego State University Student Chapter, 2018 to present.
Volunteered on the judging committee for the WTS Annual Awards Banquet in 2016 and 2017. Reviewed project and individual applications for various awards.
Will be judging scholarship applications for the WTS Annual Awards Banquet, 2020.
Participated as a mentor for the WTS mentor program from 2014 to present. Met on a monthly basis with member mentees to discuss workplace issues and advancing career goals.
Member American Public Works Association (APWA) 2018-present.

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 - (personal friend) Chief of Capital Programs and Regional Services San Diego Association of Governments

Charlie Bachmann - (personal friend) former Asst. General Manager, Eastern Municipal Water District (Retired)

Janusz Supernak (Supervisor) - San Diego State University, Civil Engineering Department Chair
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.

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

- Responsible for right-of-way property acquisition documents for all capital improvement projects, including appraisal maps, deeds, and associated map exhibits.
- Worked closely with both in-house and consulting design engineers on roadway relinquishments. The roadways to be relinquished had to be in a good state of repair prior to the conclusion of the project, when they were to be handed over to other public agencies. Maintaining good working relationships with upper level managements of various cities and counties helped achieve the goal of eliminating these roadways from state inventory.
- Responsible for documents supplied to the right-of-way department that was involved with property disposal of excess lands. Assisted with the annual real property retention meetings, where all divisions had input on which properties to retain for future operational needs.
- Responsible for the creation of real property exhibits to assist potential buyers prior to auctions.
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)?

As a former employee of Caltrans with 37 years of experience, I have extensive knowledge of the San Diego region transportation systems. From 2006 to 2016, as a member of the Caltrans executive team, my participation on many projects was clearly recognized and appreciated. In addition to my experience with the right-of-way engineering portion of projects, I understand the steps in the project development process from the project initiation document to the project close-out. I feel strongly that this knowledge will transfer nicely as a member of ITOC. It is my sincerest intention to be a committed and relied-upon member of the committee.

Since early March, the Covid-19 pandemic has affected the entire world. From an economic standpoint, over 15% of working Californians have lost their jobs. The state economy has been altered significantly. In respect to SANDAG, this event has reduced the sales tax revenue that funds Transnet considerably. Projections indicate that this loss of revenue will be a major issue for the foreseeable future. SANDAG will have challenging decisions to make for upcoming projects with this loss of predicted revenue. It will be incumbent for the ITOC to ensure that future sales tax monies are used judiciously and reflect the best interest of the San Diego region and the taxpayer.

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

As part of the Caltrans executive team, my leadership skills always valued the contributions of all team members.

To enhance my skills I attended three management/leadership programs during my tenure as Deputy District Director. As a "people first" leader, I guided my department by being honest, forward-looking, inspiring and competent. I communicated clearly that I was there for them and created an environment where they would thrive professionally. These attributes served me well over my time at Caltrans, and I believe would be applicable as a member of the ITOC. I'm very much a team player and my role will be to fit in as best as possible and contribute when appropriate. Being part of a group of highly regarded professionals would present an opportunity to share my knowledge and further the ITOC mission.

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

At this stage of my career, I have acquired an abundance of experience in the field of transportation. During my years at SDSU, I have become an accomplished professor that is making a difference in the lives of students. I encourage students to develop skills that will transfer to, and accentuate, their futures.

In both career positions, I have continued my growth and exceeded my expectations. I feel strongly about “paying if forward’, and if selected for the ITOC position, I am confident that my contributions, both professionally and personally, will strengthen the team’s future successes. I will be mindful in overseeing the program delivery and will work with the team on behalf of the taxpayers, to ensure that their sales tax monies are intelligently and efficiently applied to meet the goals of the program.
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

Bruce Urquhart  6-14-2020

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.
Professional Summary

Encouraging and collaborative manager who values the members of his team and is a problem-solver with talents for team building, leading and motivating, as well as developing relationship-building skills. Proficient in using independent decision-making skills and sound judgment to positively impact the team’s success. Dedicated to applying training, monitoring and morale-building abilities to enhance employee engagement and create a positive workplace environment where all opinions are valued.

Skills

- Staff Management
- Team Leadership
- Relationship development
- Problem resolution

Work History

Lecturer, Surveying for Civil Engineers, Part Time 08/1992 to Current
San Diego State University – San Diego, CA

- Develop semester outlines and instructional plans for each class session to comply with stated course objectives.
- Create meaningful lab exercises using commonly used surveying equipment to augment classroom learning objectives.
- Arrange field trips of special relevance to learning objectives and coordinated travel details while interpreting points of interest in real-time.
- Participate in quarterly faculty meetings to remain aware of developments related to evolving changes in the field of surveying and how it relates to civil engineering.

Deputy District Director 07/2005 to 12/2015
Caltrans District 11 – San Diego, CA

- Was responsible for 55 staff engaged in all Right-of-Way Engineering and Survey activities for the District.
- Was responsible for all Right-of-Way Engineering property acquisition documents (appraisal maps, deeds, roadway relinquishments and associated map exhibits) for all capital improvement projects.
- Established and maintained good working relationships with executive level management with various public agencies to ensure all relinquishments were in a good state of repair prior to acceptance.
• Worked closely with the Right of Way department pertaining to Property Disposal and Excess Lands. Assisted in the implementation of yearly Real Property Retention meetings where all divisions attended to offer comments on what properties to retain for future operational needs.
• Participated in weekly meetings with executive leadership to report on project milestones on high profile projects in the District as they pertained to Right-of-Way Engineering activities.

Education

**Bachelor of Arts**: Geography

**San Diego State University** - San Diego, CA

Certifications

• Professional Land Surveyor, CA #5988

References

Jim Linthicum -
Chief of Capital Programs and Regional Services
San Diego Association of Governments

Charlie Bachmann -
Former Assistant General Manager
Eastern Municipal Water District (Retired)

Mark Kaems -
Transportation Engineer
Caltrans - District 11
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.

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.
- 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

Six applications were received for the following publicly noticed ITOC position:

- 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 all candidate applications received and recommends two candidates be advanced for consideration by the Selection Committee based on their qualifications.

The candidates are:

- Jeffrey Schneider – Technical Screening Committee members considered Mr. Schneider’s experience in the real estate, real estate law, and land acquisition sector. They also noted Mr. Schneider’s additional education and training in leadership and management roles.

- Bruce Urquhart – Technical Screening Committee members considered Mr. Urquhart’s depth and breadth of experience in the transportation and right-of-way fields. They noted Mr. Urquhart’s long career of almost four decades, ranging from land surveyor, rising to Caltrans management, and currently as lecturer brings a unique perspective.

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 all applicants based on their current employment status, none would be precluded from serving as an ITOC member.

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 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 proposed term start and end dates for the Real Estate/Right-of-Way category is noted below.

**Table 1. Proposed Term Limit for Real Estate/Right-of-Way Category**

<table>
<thead>
<tr>
<th>New Appointee Real Estate/Right-of-Way</th>
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<tbody>
<tr>
<td>Original Term Start</td>
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<tr>
<td>September 2020</td>
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<tr>
<td>Second Term Start</td>
</tr>
<tr>
<td>Proposed Term End Date</td>
</tr>
<tr>
<td>May 2024</td>
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</tbody>
</table>

Based on the proposed term end date 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.

**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 May 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 (Vacant)</td>
</tr>
<tr>
<td>A chief executive officer or person in a similar senior-level, decision-making position of a major private sector employer (Sunnie House)</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 (Les Hopper)</td>
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</tbody>
</table>

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