



# ***TransNet Independent Taxpayer Oversight Selection Committee Agenda***

**Friday, December 13, 2024  
8:30 a.m.**

Welcome to SANDAG. The TransNet Independent Taxpayer Oversight Selection Committee meeting scheduled for Friday, December 13, 2024, will be held in person in the SANDAG Board Room. While ITOC Selection Committee members will attend in person, members of the public will have the option of participating either in person or virtually.

For public participation via Zoom webinar, click the link to join the meeting: <https://us02web.zoom.us/j/89972986133>

Webinar ID: 899 7298 6133

To participate via phone, dial a number based on your current location in the US:

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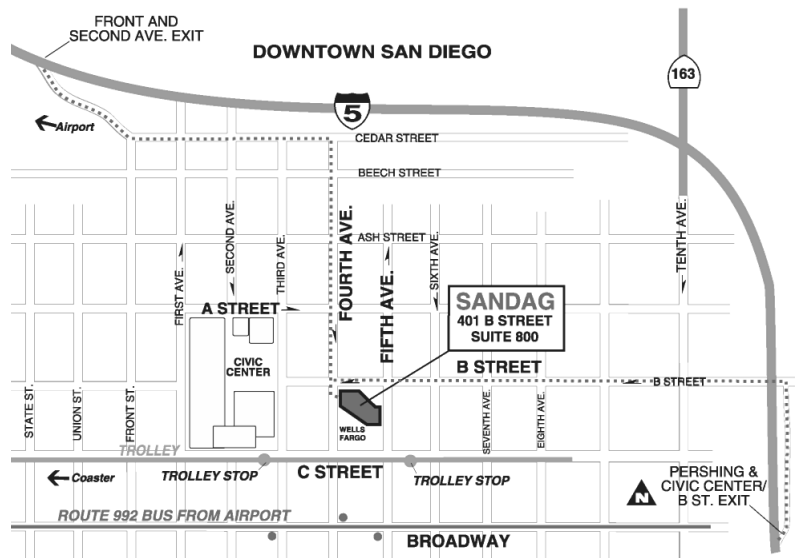
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**Mission Statement:** *We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

**Our Commitment to Equity:** *We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.*

*We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.*

*We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.*



# Independent Taxpayer Oversight Committee

Friday, December 13, 2024

## Comments and Communications

### 1. Non-Agenda Public Comments/Member Comments

Members of the public shall have the opportunity to address the ITOC Selection Committee on any issue within the jurisdiction of the ITOC Selection Committee that is not on this agenda. Public speakers are limited to three minutes or less per person. ITOC Selection Committee members and SANDAG staff also may present brief updates under this agenda item.

## Reports

### +2. TransNet Independent Taxpayer Oversight Committee: Appointment of Member

Appoint

*Adrian Paniagua, SANDAG*

The ITOC Selection Committee is asked to consider appointment of one ITOC member in the management of large-scale construction projects position for the remainder of the current term, through May 2025.

[TransNet ITOC Appointment of New Member 2024.pdf](#)

[Att. 1 - ITOC Overview and Current Membership.pdf](#)

[Att. 2 - Technical Screening Committee Recommendation Memo.pdf](#)

[Att. 3 - Candidate Application.pdf](#)

[Att. 4 - Discussion Memo.pdf](#)

## Adjournment

### 3. Adjournment

+ next to an agenda item indicates an attachment

December 13, 2024

## TransNet Independent Taxpayer Oversight Committee: Appointment of Member

### Overview

In accordance with the [TransNet Extension Ordinance](#) (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 by the Ordinance and develop constructive recommendations for improvements to the financial integrity and performance of the TransNet program. 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. Additional information regarding ITOC responsibilities and membership is included in Attachment 1.

The membership of the ITOC 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. One position, for a professional in the management of large-scale construction projects, became vacant in April 2024.

### Key Considerations

The ITOC selection process consists of two steps:

1. Technical Screening Committee Review: This committee reviews applications from interested candidates and recommends at least two candidates for each open position.

2. Selection Committee Approval: The Selection Committee then appoints one ITOC member for each open position from the qualified candidates recommended by the Technical Screening Committee.

On September 9, 2024, following the process outlined in the Ordinance, the Technical Screening Committee met and reviewed the two applications received. The Technical Screening Committee determined that both applicants met the criteria and are highly qualified for the vacant position and provided a recommendation memo which is included as Attachment 2. Additional details on the selection process are available in Attachment 4.

### Action: **Appoint**

The ITOC Selection Committee is asked to consider appointment of one ITOC member in the management of large-scale construction projects position for the remainder of the current term, through May 2025.

### 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. 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 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. The position for a professional in the management of large-scale construction projects became vacant in April 2024. If appointed, the newly selected member is anticipated to begin serving in November 2024.

Subsequent to the selection of two candidates by the Technical Screening Committee, one of the recommended candidates informed staff on October 2, 2024, that they needed to withdraw from the ITOC selection process. The application for the remaining candidate is included as Attachment 3.

The Selection Committee may chose to consider the appointment of the remaining candidate recommended by the Technical Screening Committee, or direct staff to resolicit applications for the vacant position.

### **Next Steps**

If the Selection Committee choses to appoint a candidate to the vacant position, the selected candidate for the large-scale construction project management role is expected to begin in November 2024. In the alternative, the Selection Committee may request that staff solicit applications for additional qualified candidates for further consideration. The same selection process will then be followed for any new candidates.

### ***Susan Huntington, Director of Financial Planning, Budgets, and Grants***

- Attachments:
1. ITOC Overview and Current Membership
  2. Technical Screening Committee Recommendation Memo
  3. Candidate Application
  4. Discussion Memo



## Independent Taxpayer Oversight Committee Overview

### Responsibilities

The Independent Taxpayer Oversight Committee (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.
- 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 Regional Transportation Improvement Program.
- 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' 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.

**\* Applications for this position will be considered during the current solicitation process.**

## Selection Process

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

A selection committee shall be established to select an ITOC member 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; and a mayor from the cities of Escondido, Poway, San Marcos, or Vista selected by the mayors of those cities.

## Conflict of Interest

ITOC members shall be subject to SANDAG conflict of interest policies. ITOC members shall have no legal action pending against SANDAG and are prohibited from acting in any transactions directly or indirectly involving SANDAG, such as being a consultant to SANDAG or to any party with pending legal actions against SANDAG during their tenure on ITOC. ITOC members also are prohibited from having a direct financial interest or employment with any private entity or public agency division which receives TransNet sales tax funds.

## **Current Membership on the TransNet Independent Taxpayer Oversight Committee**

### **Terms Expiring May 2025**

Sunnie House

Sunnie is serving in the ITOC position for a chief executive officer or person in a similar senior-level decision-making position, of a major private sector employer with demonstrated experience in leading a large organization. She has over 40 years of experience in the delivery of a wide range of transportation infrastructure projects throughout the Western United States. Her executive leadership roles with large global infrastructure companies have solidified her reputation for excellence.

**Vacant**

**Position for a professional in the management of large-scale construction projects.**

### **Term Expiring May 2026**

Francisco Rivera, Vice-Chair

Francisco is serving in the ITOC position for a licensed architect, civil engineer or traffic engineer with 38 years of experience in technical and managerial engineering positions with the City of Chula Vista. He was a Principal Civil Engineer/Traffic Engineer for the Chula Vista Engineering Department for the last 18 years of his career. His other relative experience is as a Deputy City Engineer and a Deputy Director of Engineering.

### **Terms Expiring May 2027**

Lorraine Ahlquist

Lorraine 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. She is a principal environmental lead at Mott MacDonald. Lorraine has more than 25 years of experience in environmental regulatory management, including coordinating reviews of technical studies for state and federal compliance and preparation of environmental documents.

Maryam Babaki, Chair

Maryam 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. She is currently the Director of Planning and Development for Rancho Santa Fe Association. Maryam has over 30 years of experience in the field of public and private management, engineering, development, and budgeting.

### **Terms Expiring May 2028**

**Vacant**

**Position for a professional experienced in real estate, land economics, and/or right-of-way acquisition.**

Les Hopper

Les 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. He has 40 years of hands-on experience in the management, planning, permitting, and design of both public and private projects from inception through construction.





November 22, 2024

File Number 1500200

Memo 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, the Technical Screening Committee was formed to recommend candidates to the Selection Committee for an open position on the ITOC. The Technical Screening Committee was composed of the following members:

- Darin Chidsey, Chief Operating Officer, Southern California Association of Governments
- Wm. Joel King, Assistant Vice Chancellor, Campus Architect, UC San Diego
- Kristina Svensk, Director of Transportation, Sacramento Area Council of Governments

### ***Request for Appointment***

Consistent with the TransNet Extension Ordinance, the Technical Screening Committee held a virtual meeting on September 9, 2024, to review and discuss candidate applications for the vacant ITOC position.

A total of two applications were received for the one open position which requires a professional with demonstrated experience of ten years or more in the management of large-scale construction projects.

The Technical Screening Committee commented on the well qualified applications received from both candidates. In its review, the Technical 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.

Consistent with Ordinance provisions, the Technical Screening Committee recommends that the following two candidates be advanced for consideration by the Selection Committee based on their qualifications.

### ***Recommended Candidates***

1. Jacqueline Appleton-Deane - The Technical Screening Committee considered Mrs. Appleton-Deane's extensive experience working for the California Department of Transportation, South County & Trade Corridors Division managing and supervising large-scale transportation projects. In addition, the Committee recognized her active involvement in Women in Transportation, both nationally and in the San Diego chapter.
2. Dennis Wilder - The Technical Screening Committee considered Mr. Wilde's substantial experience working in numerous managerial construction positions within the Office of Structure Construction at the California Department of Transportation. He is also involved with Premier Testing Inspection as a Chief Engineer and recently retired from Caltrans.

VLE

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Independent Taxpayer Oversight Committee

## **Applicants Requesting Appointment**

Applicant name: **Appleton-Deane, Jacqueline**

Position applied for: **A professional in the management of large-scale construction projects**



# 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 August 14, 2024:

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: Adrian Paniagua

401 B Street, Suite 800

San Diego, CA 92101

If submitted by email: [adrian.paniagua@sandag.org](mailto:adrian.paniagua@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)

Appleton-Deane, Jacqueline

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)

How did you hear about the open position?

Adrian Paniagua contacted me.

## 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:**

Civil Engineer, California/Board for Professional Engineers, Land Surveyors, and Geologists, C48110,  
December 20, 1991/June 10, 2026

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

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

San Diego State University, Bachelor of Science in Civil Engineering, 1987

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

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

St. Andrews Episcopal Church, Encinitas/California; serving Saturday breakfast, grocery pickup for church food-bank, researching grant opportunities, 2018 to current.

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

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

Caltrans District 11, San Diego/CA, as a retired annuitant our team of 4 developed and implemented an "All Hands" Seminar training about 96% of employees, 6/2023 to 8/2023

Member of WTS, National and San Diego Chapter, intermittent

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

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

Nikki -Corridor Director SCTC Caltrans District 11, SCTC teammate and Bridge RE SR-11/OME POE Projects, [REDACTED]

Maria Rodriguez-Molina-Project Development Program Manager Sandag, SCTC teammate, [REDACTED]

Allan Kosup-Acting Chief Deputy Capital, Caltrans District 11, Colleague at Caltrans District 11, [REDACTED]

Mario Orso-Sandag Executive Director, Corridor Director SCTC and Supervisor from 2009-2021,

## 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.

## 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.**

The last 14+ years of my career prior to retirement was spent working for the South County & Trade Corridors (SCTC) Division managing and supervising large scale transportation projects. I oversaw a team responsible for the management of large-scale transportation projects including the construction phase. My responsibilities included managing and monitoring: scope, schedule; and expenditures, including support and capital costs, change requests, risk and communications. These projects were financed by a variety of sources including local, state and federal funds. Funding sources were typically through competitive grants that had numerous requirements and constraints regarding use, expenditures and delivery. Therefore, my duties included assuring that funds were being spent appropriately and projects were delivered on time. I was in charge of communicating and reporting to funding agencies and project stakeholders on a regular basis which included reporting project health and presenting project change requests to funding agencies including the Sandag Board, California Transportation Commission and the Federal Highway Administration. I worked with our team to ensure projects were built efficiently and expeditiously, and within budget. This included negotiating with the contractor and acting as a liaison between the contractor and internal Caltrans groups and external partners. I pride myself on managing projects from a global perspective and taking all aspects into account and strive to understand the broader influences that impact 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)?

Simply put I want to use my knowledge and experience to serve the public. After retiring in 2021, while increasing community involvement, I continued to seek opportunities to utilize my management skills. In 2023 I had the opportunity to do that with Caltrans, developing and implementing an all-hands seminar. This experience reignited my desire to continue to serve the public especially in the field of Transportation. When the ITOC position came to my attention it appeared to be a perfect volunteer position. It has all the elements that I am looking for: public service, necessary knowledge and skills to manage large scale construction projects, and providing constructive, and providing positive recommendations to keep projects on track and in compliance.

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

Analyze and Manage - Complex project issues from a global perspective.  
Risk Management - Identify, analyze and formulate a strategy to mitigate risk and manage outcome.  
Communication - Ability to communicate highly technical issues to a wide audience. Also able to understand and interpret a variety of project and program details, requirements and regulatory constraints.  
Develop and Analyze - Project controls including financial, risk schedule and scope.

These skills will be essential in developing constructive, meaningful recommendations for improvements to ensure compliance with the Transnet Program. My abilities to analyze and manage will also be vital to ITOC's audit and reporting responsibilities.

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

I hope that my unique skill set and knowledge will be beneficial to ITOC in providing positive recommendations to the Transnet Board of Directors. By being a member of ITOC I also hope to be part of keeping the Transnet program moving forward successfully to ensure public trust.

## 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

<i>Jacqueline Appleton-Deane</i>	8/5/2024
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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.

## Section K – Area of San Diego County you reside in:

City of San Diego, Unincorporated San Diego County, South (Chula Vista, Coronado, Imperial Beach, or National City), East (El Cajon, La Mesa, Lemon Grove, or Santee), North Coastal (Carlsbad, Del Mar, Encinitas, Oceanside, or Solana Beach) or North Inland (Escondido, Poway, San Marcos, or Vista).

☐ City of San Diego

☐ Unincorporated San Diego County

### South

☐ Chula Vista

☐ Coronado

☐ Imperial Beach

☐ National City

### East

☐ El Cajon

☐ La Mesa

☐ Lemon Grove

☐ Santee

### North Coastal

☒ Carlsbad

☐ Del Mar

☐ Encinitas

☐ Oceanside

☐ Solana Beach

### North Inland

☐ Escondido

☐ Poway

☐ San Marcos

☐ Vista

# Jacqueline Appleton-Deane

## Qualifications

### Program/Project Manager at Caltrans

I have a total of 33 years of Civil Engineering experience working for the California Department of Transportation (Caltrans) District 11. The last 14+ years of this time was spent working for the South County Trade Corridor (SCTC) Division managing and supervising large scale transportation projects. I oversaw a team responsible for the management of large-scale transportation projects including the construction phase. My responsibilities included managing and monitoring scope; schedule; and expenditures, including support and capital costs; change requests; risk and communications. These projects were financed by a variety of sources including local, state and federal funds. Funding sources were typically through competitive grants that had numerous requirements and constraints regarding use, expenditures and delivery. Therefore, my duties included assuring that funds were being spent appropriately and projects were delivered on time. I was in charge of communicating and reporting to funding agencies and project stakeholders on a regular basis which included reporting project health and presenting project change requests to funding agencies including the Sandag Board, California Transportation Commission and the Federal Highway Administration. I worked with our team to ensure projects were built efficiently and expeditiously, and within budget. This included negotiating with the contractor and acting as a liaison between the contractor and internal Caltrans groups and external partners. I pride myself on managing projects from a global perspective and taking all aspects into account and strive to understand the broader influences that impact projects.

In order to efficiently and effectively manage the SCTC portfolio I managed the development, implementation and analysis of project controls. These controls included but not limited to the following reports: expenditure vs. budget reports, scope completed vs. schedule, resource forecasting, change order log - requested vs. executed, forecasted expenditures per change orders and communication plan. Subsequent controls used for program/project management included:

- construction team meetings
- project status meetings
- multi discipline project teams/meetings
- multi discipline risk management teams/meetings
- regular communication meetings for ongoing construction activities
- external project teams formed based on specific project needs

## Projects

The State Route 11 (SR 11)/Otay Mesa East Port of Entry (POE) Project is a joint venture between the San Diego Association of Governments (SANDAG) and Caltrans, in collaboration with state and federal partners in the U.S. and Mexico, to create a 21st century border crossing for the San Diego-Baja California region that will enhance regional mobility and fuel economic growth and binational trade.

- SR 11/12/905 Northbound Connectors
- SR125/905 Southbound to Westbound Connector
- SR 11 Segment 1, 2A and 4

Interstate 8 (I-8) Update is a five-segment project to re-pave approximately 50 miles of I-8 in Imperial County with Continuously Reinforce Concrete Pavement (CRCP), providing a superior roadway while at the same time improving safety for highway workers by reducing their exposure to traffic.

- I-8 CRCP Segment 1-3

The San Diego Port Access Projects includes a unified package of improvements at several locations providing improved freeway access to and from the San Diego Working Waterfront.

- I-5/Civic Center Drive I/C
- I-5/Bay Marina Drive I/C
- Barrio Logan Gateway Sign

## Relevant Positions

2009 – 2021(until retirement)

(with the exception of the interim assignments noted below) (all positions were at District 11 except where noted)

**South County Trade Corridor, Corridor/Project Manager**

2018 (4-month position)

**Corridor Director South County Trade Corridor**

2017 (6-month position)

**Director of Communications for San Diego Association of Governments (on loan to SANDAG)**

2016 (11-month position)

**Chief Public Information Officer**

2015 (6-month position)

**Executive Liaison to the District Director**

## Education and Licensing

1987

**Bachelor of Science Civil Engineering | San Diego State University**

1991

**Registered Civil Engineer**

## 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. The position for a professional in the management of large-scale construction projects became vacant in April 2024.

### 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.

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 an agreement of a candidate from the qualified candidates recommended by the

Technical Screening Committee, the Selection Committee will request that the Technical Screening Committee recommend two additional qualified candidates for consideration, and the same selection process outlined above for new members will be initiated.

## **Technical Screening Recommendations**

### ***Requests for Appointment***

Following the original solicitation for the position, two applications were considered for the following public noticed ITOC position:

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

Consistent with the TransNet Extension Ordinance, the Technical Screening Committee reviewed all candidate applications received and recommended two candidates be advanced for consideration by the Selection Committee based on their qualifications. Subsequent to the selection of two candidates by the Technical Screening Committee, one of the recommended candidates informed staff on October 2, 2024, that they need to withdraw from the ITOC selection process.

The candidate for the Professional in the management of large-scale construction projects are:

- Jacqueline Appleton-Deane – Technical Screening Committee considered Mrs. Appleton-Deane's extensive experience working for the South County & Trade Corridors division managing and supervising large scale transportation projects. In addition, the Committee considered Mrs. Appleton-Deane's affiliation with Women in Transportation, National and San Diego chapters.

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, serving in the capacity of a professional in large-scale construction project management, was appointed in May 2021 for a four-year term, set to conclude in May 2025. However, after three years of service, this professional resigned from the ITOC due to personal reasons.

Based on the proposed term end date of May 2025 for the replacement of the professional in the management of large-scale construction projects category, 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 professional in the management of large-scale construction projects as shown in grey cells.

**Table 2. Term Limits for All ITOC Members**

<b>Terms expiring May 2025 (Proposed)</b>	<b>Terms expiring May 2026</b>	<b>Terms expiring May 2027</b>	<b>Terms expiring May 2028</b>
A chief executive officer or person in a similar senior-level decision-making position, of a major private sector employer (Sunnie House)	A licensed architect, civil engineer, or traffic engineer (Francisco Rivera)	A professional in biology or environmental science (Lorraine Ahlquist)	A professional experienced in real estate and land economics (Vacant)
A professional in the management of large-scale construction projects (Vacant)		A professional in the field of municipal/public finance and/or budgeting (Maryam Babaki)	A licensed engineer with appropriate credentials in the field of transportation project design or construction (Les Hopper)