



Independent Taxpayer Oversight Committee

Applicants Requesting Reappointment

Applicant name: **Rivera, Francisco**

Position applied for: **A professional licensed architect, civil engineer or traffic engineer**



REQUEST FOR REAPPOINTMENT TO THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

(This is a fill-in PDF form)

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than October 11, 2025:

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

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

SANDAG
 Attn: Vanessa Leon
 1011 Union Street, Suite 400
 San Diego, CA 92101

If submitted by email: vanessa.leon@sandag.org
 (with a subject line of "SANDAG Independent Taxpayer Oversight Committee Request for Reappointment")

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

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

Section A – General information

Title Mr. Ms.

Name (last, first, middle)

RIVERA, FRANCISCO, XAVIER

Email address

[Redacted]

Primary telephone number

Number

[Redacted]

Specify type:

Mobile

Work

Home

Alternative telephone number (optional)

Number

[Redacted]

Specify type:

Mobile

Work

Home

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

[Redacted]

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 Engineering, California/State Board for Professional Engineers, Land Surveyors, and Geologists, C-054540, July 14, 1995/December 31, 2025.
Traffic Engineering, California/State Board for Professional Engineers, Land Surveyors, and Geologists, TR-1583, February 1, 1991/June 30, 2027.

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

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

United States International University, Bachelor of Science, Civil Engineering, 1988.

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

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

1. Eastlake III Homeowner's Association, Chula Vista/CA, Vice-President & Chairperson of Architectural Review Committee, 12/2020 to present.; 2. Salvation Army South County, Chula Vista/CA, Advisory Board Member/Social Services, 02/2023 to present.; 3. San Diego Half Marathon, Bike Marshall, >5 years.; 4. Chula Vista Measure A Public Safety Sales Tax Citizen Oversight Committee

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

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

1. SANDAG ITOC, San Diego/CA. Committee Member, October 10, 2023 to present.
2. Otay Water District, Spring Valley/CA. Board of Directors, Director Division 1, September 4, 2024 to present.

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

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

Chula Vista Mayor John McCann [REDACTED]
Supervisor Greg Cox (Retired) [REDACTED]
Chula Vista Mayor Mary Salas (Retired) [REDACTED]

Section G – Positions Eligible for Reappointment

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

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

- 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.**

From July 1984 to May 2023, a period of almost 39-years, worked with City of Chula Vista Engineering/General Services/Public Works Departments in all aspects of Civil Engineering, Transportation Planning & Traffic Engineering including all project phases from planning, programming, funding, environmental clearance, design and project management of large regional transportation projects such as Chula Vista segments for Bayshore Bikeway, Interstate-805 interchange upgrades, Rapid Bus Route 225, State Route-125 and active transportation/local street improvements. Was project manager for various local street improvement districts, master plan updates for Bikeways and Active Transportation including circulation element of General Plan updates.

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

Section G – Positions Eligible for Reappointment (continued)

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

- A licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years' experience in a relevant and senior decision-making position in the government or private sector.

- A chief executive officer or person in a similar senior-level decision-making position of a major private sector employer with demonstrated experience in leading a large organization.

- A professional in biology or environmental science with demonstrated experience of ten years or more with environmental regulations and major project mitigation requirements and/or habitat acquisition and management.

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

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

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

My interest in serving on the ITOC is to continue to be an active participant in the regional implementation of Transnet funded programs and projects. Being on ITOC is important since there are 18 local agencies plus the County, Caltrans and the two transit agencies which all need to collaboratively work together. The Regional Transportation Plan (RTP) is updated every four years and through public input and decisions made at SANDAG, they help improve our regional transportation system. ITOC, among other SANDAG committees and Board of Directors, is just one part of the process and a vital one for the appropriate use and tracking of the TransNet Program. My experience with the RTP and the TransNet Program is beneficial to the ITOC.

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

Having worked on transportation projects locally and regionally for over 40-years, I understand the challenges that local agencies may have on difficult transportation projects when trying to go through the approval process. The hurdles they may experience today are hurdles that I have also successfully dealt with in my public agency career.

Being on the ITOC has allowed me to assist local agencies, have meaningful dialogue with the rest of the ITOC members and SANDAG staff to ask the right questions that help implement the TransNet Program. I am very familiar with the technical reports placed on the SANDAG ITOC agenda. I have actively participated for decades on the SANDAG CTAC, SANTEC & Mobility Working Group, as well as others, to help develop recommendations on technical matters to help shape regional transportation policies.

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

My goals are to ensure that TransNet funded projects and programs stay on schedule and on budget. When issues come up at ITOC, my goal is to resolve them as efficiently as possible. Due to ever changing laws and policies, ITOC also needs to stay aware of these changes and resolve any potential negative impacts to the TransNet Program. Conversely, any leveraging of the Transnet funds to bring in additional local, state & federal funds is an opportunity to deliver our program of projects sooner to the public. My local agency experience and working with regional partners at Caltrans, SDMTS & SANDAG to expedite and deliver transportation projects is an asset.

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

Part-time Technical Advisor/Expert for Capuzzi Consulting Group since March 2025.

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 <i>(please type name)</i>
Francisco X. Rivera

Date
Sept. 17, 2025

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

FRANCISCO X. RIVERA P.E., T.E.



Community Service

City of Chula Vista Measure A Public Safety Sales Tax - Citizens' Oversight Committee Member 2022 - 2023.



Eastlake III HOA Vice-President & Architectural Review Committee Chair. Budget \$5M/FY & 3,134 homes. December 2020 to present.

Civil Engineer: C-054540

Otay Water District, Director Division 1. September 4, 2024, to present.

Traffic Engineer: TR-1583

Salvation Army South County Advisory Board Member. February 2023 to present.

San Diego Half Marathon, Bike Marshall for more than 5 years.

SANDAG ITOC, Committee Member/Vice-Chair/Chair, October 10, 2023, to present.

Experience

Principal Civil Engineer/City Traffic Engineer, City of Chula Vista Engineering Department – July 2005 - May 2023

Responsible for managing employees in Advance Planning, Traffic Engineering, Transportation Planning, Traffic Signals & Street Lighting and the Drainage & Wastewater Engineering groups. Develop and prepare \$35M to >\$100M annual Capital Improvement Program and Developer Impact Fee Programs (>\$100M). Manage consultant master plan updates for Active Transportation, Bicycle Facilities, Drainage & Wastewater Systems. Expert Witness on local agency litigation claims.

Local Agency Project Manager for regional transportation projects constructed within Chula Vista such as South Bay Bus Rapid Transit Route 225 (>\$125M), State Route 125 (>\$820M) Palomar Street Rail Grade Separation Project (>\$80M). Administer Chula Vista TransNet Program. Develop and manage infrastructure grant program.

Deputy City Engineer, City of Chula Vista General Services Department – January 2004 - June 2005

Responsible for managing employees in Advance Planning/Capital Improvement Program, Engineering Front Counter Permits, Floodplain Management, Land Development, Land Surveying, Real Property, Stormwater, Transportation Planning, Traffic Operations & Wastewater Engineering.

Deputy Director of Engineering, Chula Vista Public Works Department – January 2003 - December 2003

Supervisor for the Engineering Infrastructure Design Group for drainage and local roadway improvement projects. Supervised consultant contract projects. Coordinated workload between work groups and other departments. Part of design team for 12.5-mile \$31M Salt Creek Trunk Sewer improvements.

Education

United States International University, San Diego, CA. — Bachelor of Science Civil Engineering Degree, 1988.

Awards

AMERICAN PUBLIC WORKS ASSOCIATION - OUTSTANDING SERVICE IN A PUBLIC AGENCY (2015).

CITY OF CHULA VISTA CHAMPIONS AWARD WINNER FOR CONTRIBUTIONS TO BICYCLING IN CHULA VISTA (c2015).

CITY OF CHULA VISTA CHAMPIONS AWARD WINNER FOR CONTRIBUTIONS TO CHULA VISTA CITYWIDE (c2018).

SAN DIEGO COUNTY BIKE COALITION - PUBLIC PARTNER OF THE YEAR (2017)



Independent Taxpayer Oversight Committee

Applicants Requesting Appointment

Applicant name: **Estes, Melanie**

Position applied for: **A licensed engineer in the field of transportation project design or construction**



APPLICATION TO SERVE ON THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

(This is a fill-in PDF form)

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than September 27, 2025:

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: Vanessa Leon

1011 Union Street, Suite 400

San Diego, CA 92101

If submitted by email: vanessa.leon@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)

Estes, Melanie

Email address

[Redacted]

Primary telephone number

Number

[Redacted]

Specify type:

Mobile

Work

Home

Alternative telephone number (optional)

Number

[Redacted]

Specify type:

Mobile

Work

Home

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

[Redacted]

How did you hear about the open position?

Facebook

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 Licensed Professional Engineer C54103
issued: 7/14/95
expires: 12/31/25

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

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

California State University Fresno
BSCE 1990

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

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

HOA Board Member 2021 to 2023 Serramar, La Mesa
Athena International (strategic advisory, panel member) 2022 to 2025

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

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

Chief Member (National Executive Women's Organization) 2021 to 2022

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

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

Marc McIntyre, industry colleague [REDACTED]
Bryan Carruthers, former CEO Anser Advisory - [REDACTED]
Agnes Weber, Industry colleague [REDACTED]

Section G – Vacancy available

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

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



A licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years' experience in a relevant and senior decision-making position in the government or private sector.

I have 35 years of Transportation Infrastructure experience. 10 years working for Caltrans as a Transportation Engineer in Design and Construction Management. 7 years as a Program Manager for Fresno County Transportation Authority, 6 as Resident Engineer for the SR125 Toll Road in San Diego County. 12 plus years managing large transportation projects including CA High Speed Rail, Numerous freeway interchanges, bridges, grade separations, airport improvements and more. My experience includes management of over 400 employees throughout the US in the delivery and management of public sector infrastructure projects.



A chief executive officer or person in a similar senior-level decision-making position of a major private sector employer with demonstrated experience in leading a large organization.



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

Section G – Vacancy available (continued)

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

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

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

- A licensed architect, civil engineer, or traffic engineer with demonstrated experience of ten years or more in the fields of transportation and/or urban design in government or the private sector.

Section G – Vacancy available (continued)

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

- A professional in biology or environmental science with demonstrated experience of ten years or more with environmental regulations and major project mitigation requirements and/or habitat acquisition and management.

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

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

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

I am retiring after my 35 year career. I am very familiar with SANDAG and the value the Programs run by SANDAG have brought to San Diego County. I have worked directly as a consultant for SANDAG and am familiar with the goals and challenges the Agency faces. I have also lived in San Diego County for 22 years and have seen the impacts of the infrastructure improvement on our communities. With my local community knowledge and my engineering expertise in Transportation, I believe I can be a good advisor and committee member while serving my community.

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

With my knowledge of SANDAG, transportation funding, Program Management and Delivery, I believe I am suited to contribute in the goal of ensuring voter mandates are clearly understood and carried out as well as providing my expertise in transportation infrastructure delivery to develop recommendations for improvements in the performance of the program. I am very familiar with the development of program annual reports and understanding the public sector and board governed agency environment. My career in the management of public sector programs and projects provides me with the experience necessary for understanding and ensuring compliance with legislative requirements.

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

My goals are to bring my expertise to the committee to support the goal of creating accountability; provide constructive feedback and action oriented contributions so that the ITOC lives up to its intended purpose to assist SANDAG in being a strong accountable Agency. As a long time community member, my desire is for SANDAG to continue to future decades, because I believe the TransNet Program is essential to the future of business and community life in San Diego County.

Section I – Affiliations

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

Yes (If "Yes", please explain below) No

I am retiring from Accenture I&CP, which holds current contracts as a consultant. As of October 17th, 2025, I will be fully separated from Accenture I&CP and have no involvement with any current or future contracts.

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

I have a de minimis number of shares with publicly held Accenture, LLP.

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

Melanie Estes	9/20/25
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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



MELANIE ESTES, PE, QSD

Retired (October 2025)

Ms. Estes has more than 35 years of experience managing the delivery of large transportation infrastructure projects including design-build, design-bid-build, and projects built to Caltrans, FHWA, FTA, and FRA standard and requirements. She is an experienced project manager and resident engineer, having overseen contracts with public sector clients throughout California with a construction value in excess of \$5 billion. Ms. Estes has in-depth knowledge of various contract delivery methods as well as Federal Agency, CalOsha, and Jurisdictional Agency requirements. She brings extensive experience overseeing large multidisciplinary project teams with multiple stakeholders. She manages with a “project first” approach to drive a culture of collaboration and outcomes. Ms. Estes specialized in Risk Management and Mitigation. She delivered a \$640 million Construction Program for the Fresno County Transportation Authority on time with no claims in (7) separate construction projects, over 20 third party stakeholders.

Ms. Estes has held the position of Chief Delivery Officer for Anser Advisory from 2018 to 2025. In this position she managed over 400 professionals throughout the United States with offices in Boston, Ohio, Colorado, California, Florida, New Jersey, and Chicago. Ms. Estes successfully grew the Project Delivery Services business between 8% and 12% year over year to \$100 Million in revenue.

Education

Bachelor of Science, Civil Engineering,
California State University, Fresno,
1990

Licenses/Certifications

CA Professional Engineer No. C54103
Qualified SWPPP Developer (QSD)
No. 22171

Contact Information:

Email: [REDACTED]

Phone: [REDACTED]

PROJECT EXPERIENCE

LA Metro, Division 20 Widening Portal Turnback – Los Angeles, CA

Administrative Project Manager | 06/2018 – Current | \$500M

Employer: Accenture Infrastructure and Capital Project (DBA - Anser Advisory Management, LLC)

The Division 20 Portal Widening and Turnback Facility Project will serve to accommodate the increased service levels on both Metro Red and Purple Lines. To support this increase in service levels and increase in overall ridership, Metro is making the following facility improvements: widening of the heavy rail tunnel portal south of the US-101 freeway, a new turnback facility, and expansion and reconfiguration of rail storage tracks. Ms. Estes serves as the Administrative Project Manager for the Construction Management Team providing oversight of the entire team, collaboration among stakeholders as well as oversight of quality assurance of team performance and staffing.

California High Speed Rail Program Infrastructure Delivery Team – Fresno, CA

Program Special Director | 3/2018 – 8/2019 | \$3 Billion

Employer: Anser Advisory Management, LLC

As a Director, Ms. Estes was part of the Infrastructure Delivery Team for the Central Valley segments of the civil infrastructure packages. She worked with Authority and Delivery Team partners on the delivery of elements of work not included in the original construction packages, CP 1, 2/3, 4. This included review and determination of the appropriate delivery method for various scopes of work. The team analyzed the use of GM/GC, Design-Build, and Design-Bid-Build delivery methods related to schedule needs and determined what method would most effectively produce project delivery goals and economic efficiencies. Ms. Estes also led an effort to improve coordination with PG&E utility relocation work by facilitating a Summit between stakeholders. The outcome of this collaboration resulted in accelerating PG&E approval of design packages for utility relocations.

California High Speed Rail Authority, CP 2/3 – Fresno, CA
Construction Oversight Manager | 6/2014 – 12/2016 | \$1.2B
Employer: DHS Consulting, LLC

Construction Oversight Manager overseeing the Design-Build Contractor's QC/QA processes. Early work included oversight of utility relocations, demolition of over 100 structures, development and implementation of quality processes and procedures for the Authority. Ms. Estes was responsible for review of contract documents, field operations, field oversight staff, third party stakeholder construction coordination for three Counties, hazardous materials remediation, and construction schedule oversight and risk management.

County of Riverside Transportation Department, Scott Road Interchange – Menifee, CA
Resident Engineer/Project Manager | 11/2017 – Current | \$57.8M
Employer: Anser Advisory Management, LLC)

The project consisted of widening Scott Road from west of Haun Road to east of Antelope Road including replacing the existing overcrossing bridge, reconfiguring the on and off ramps and extending the ramps termini of the ramps Jointed Plain Concrete. The existing OC bridge was demolished after traffic was switched to the new bridge structure. Ms. Estes' team was responsible for coordination of the project is between the multiple stakeholders: Caltrans, RCTD, the City of Menifee and the City of Murrieta, EMWD, SCE, and Frontier. Ms. Estes served as the Resident Engineer/Project Manager providing contract administration, management of the entire team, including subconsultants, interface with stakeholders, and the client.

Caltrans District 11, State Route 125 Tollroad, South Bay Expressway – San Diego/South Bay, CA
Resident Engineer | 6/2003 – 6/2007 | \$275M
Employer: Mendoza & Associates

Ms. Estes was Resident Engineer for this award-winning 12-mile-long, \$275-million design-build freeway alignment project included eight signalized interchanges, 17 bridges, 5 million yards of embankment, 9.5 miles asphalt concrete structural sections, and a 1,400-meter-long segmental bridge over the Otay River. This project also included extensive permit requirements similar to the latest NPDES permit requirements along with sampling and long-term monitoring. The project also entailed the construction of underground drainage facilities, utility relocations, MSE retaining walls, soundwalls, electrical lighting and signals, and irrigation and landscaping.

SANDAG, On-Call Construction Support Services – San Diego, CA
Project Manager | 11/2015 – 6/2022 | \$5M
Employer: DHS Consulting, LLC

Project Manager providing and overseeing construction managers, resident engineers, inspector, labor compliance, and claims managers to SANDAG on various projects, such as Bayshore Bikeway Phase 4B, Broadway Wye and Orange Line Catenary Improvements, Hill Street Slope Stabilization, MTS System improvements, Oceanside Double Track improvements project, and Program Wide Quality Audit Support.

SBCTA, Lenwood Avenue Grade Separation Project – Barstow, CA
Resident Engineer | 07/2013 – 12/2015 | \$20M
Employer: DHS Consulting, LLC

This \$20-million project included the construction of a new CIP box girder bridge over the BNSF railroad tracks with MSE wall supported embankments, sewer line replacement, roadway improvements and signalization. As Resident Engineer, Ms. Estes is responsible for constructability reviews, materials testing, surveying, quality assurance, and contract administration to SBCTA and LAPM procedures. Ms. Estes collaborated with BNSF and Verizon to develop a relocation plan of a Verizon line under BNSF tracks with no delay to the project schedule.

SBCTA, Monte Vista Grade Separation Project – Montclair, CA

Resident Engineer | 12/2016 – 04/2019 | \$18M

Employer: DHS Consulting, LLC

This \$18-million project includes construction of a new pre-cast girder bridge over the UPRR railroad tracks with MSE wall supported embankments, sewer line and waterline improvements, utility relocations, roadway improvements and signalization. As Resident Engineer, Ms. Estes is responsible for constructability reviews, materials testing, surveying, quality assurance, and contract administration to SBCTA and LAPM procedures. Ms. Estes collaborated with the Contractor and SCE to mitigate a significant delay related to relocation of high voltage underground and aerial poles, eliminating a significant 3 months delay.

Fresno County Transportation Authority, Fresno County Measure “C” Program – Fresno, CA

Program/Construction Manager | 10/2000 – 12/2007 | \$960M

Employer: Mendoza & Associates

Ms. Estes was the Project Manager responsible for managing the \$960-million highway improvement program, including planning, design, and construction of both local road and highway projects. She was responsible for simultaneous construction of five major projects ranging in value from \$4 to \$60 million. Melanie was responsible overseeing 4 CMSS Teams, overall construction program delivery budget and schedule. During her tenure, she delivered each project on time, within budget and with no claims. She developed a plan and delivered a 2 miles segment 6 months earlier, allowing full operation from the new freeway to a major City arterial.

City of Bakersfield, TRIP Program Westside Parkway Phase I Mohawk Street Extension – Bakersfield, CA

Quality Manager | 1/2005 – 12/2006 | \$40M

Employer: Mendoza & Associates

Ms. Estes was the Quality Manager for the first of six phases of the Westside Parkway program. Project responsibilities include oversight of the quality control processes and compliance procedures used on the project by the construction management team. The \$40 million Mohawk Street project entailed the widening of the major corridor in the City of Bakersfield to six lanes; construction of three bridges across the Kern River, the Burlington Northern Santa Fe railroad, and the future east-west section of the Westside Parkway. The project included utility relocations, embankment construction for the new bridges, soil nail wall construction, extensive SWPPP monitoring near the Kern River, and new signals at three intersections. Extensive coordination with multiple stakeholders, including the City of Bakersfield, TRIP Representative, BNSF Railroad, local businesses, and permitting agencies, is a principal component of the project.

Applicant name: **Soft, Lima**

Position applied for: **A licensed engineer in the field of transportation project design or construction**



APPLICATION TO SERVE ON THE INDEPENDENT TAXPAYER OVERSIGHT COMMITTEE

(This is a fill-in PDF form)

Application submission

To submit your application, please complete and submit the following information to the office listed below no later than September 27, 2025:

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: Vanessa Leon

1011 Union Street, Suite 400

San Diego, CA 92101

If submitted by email: vanessa.leon@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)

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?

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 Professional Engineer (Civil), C57366, issued 7/18/1997, expiration: 12/31/2025
Project Management Professional Certificate, 463152, Project Management Institute, issued 4/14/2007, expiration 4/13/2026

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

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

UCI, PhD, Transportation Science, 2011
SDSU, MSCE, Transportation Engineering, 1997
SDSU, BSCE, Civil Engineering, 1992

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

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

Mentoring of SDSU students 2012-2025
Mentoring of young Transportation Professionals 2014-2025
Mentoring of women transportation professionals through WTS

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

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

WTS San Diego Chapter, Vice President of the Board 2019-2020, President 2021-2022, Regional Council Representative 2023-2024
ITS California, Volunteer 2020-2025

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

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

Ann Fox, Caltrans District 11 Director, [REDACTED]
Sunnie House, WTS Associate, [REDACTED]
Nensi Lakrori, SDSU Professor, [REDACTED]

Section G – Vacancy available

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

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



A licensed engineer with appropriate credentials in the field of transportation project design or construction and a minimum of ten years' experience in a relevant and senior decision-making position in the government or private sector.

Thirty one years of experience in the transportation industry fulfilling various roles in design, construction, environmental engineering, and traffic and transportation operations. Adjunct Professor of Transportation Engineering at SDSU 2012-2025

Retired from Caltrans in 2024. Highlight of experience include:

- Innovation Manager at Caltrans District 8, implementing transportation innovations in transportation projects, processes and products, 8/8/2022-12/30/2024
- Project Manager at Caltrans District 12, managing multiple projects, including \$2 billion Design-Build I-405 Improvement Project in coordination with Orange County Transportation Authority, 2021-2022
- Technology in Transportation Engineer at Caltrans District 11, implementing intelligent transportation systems, managing Connected and Automated Vehicle proving ground; Integrated Corridor Management project lead 2018-2021



A chief executive officer or person in a similar senior-level decision-making position of a major private sector employer with demonstrated experience in leading a large organization.



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

Section G – Vacancy available (continued)

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

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

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

- A licensed architect, civil engineer, or traffic engineer with demonstrated experience of ten years or more in the fields of transportation and/or urban design in government or the private sector.

Section G – Vacancy available (continued)

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

- A professional in biology or environmental science with demonstrated experience of ten years or more with environmental regulations and major project mitigation requirements and/or habitat acquisition and management.

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

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

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

I am deeply committed to ensuring efficiency, transparency, and accountability in how taxpayer dollars are invested in our transportation system. With over 31 years of progressively responsible experience at Caltrans and as a licensed Professional Engineer, I bring first-hand knowledge of how projects can be delivered cost-effectively, on time, and with measurable benefits to the traveling public.

My career has spanned design, construction, traffic operations, intelligent transportation systems, and innovation management, giving me a comprehensive perspective on how to improve project delivery and outcomes. I have led multidisciplinary teams, implemented innovative technologies, and successfully managed high-profile projects while fostering collaboration among stakeholders, community groups, and public agencies. In addition, I have been recognized for leadership and contributions to the profession, including serving as President of WTS San Diego, teaching future engineers as an adjunct professor at San Diego State University, and presenting at national and international conferences on transportation innovation. I take pride in the work I have accomplished to improve mobility and safety, and I see service on the ITOC as a meaningful opportunity to apply this expertise in safeguarding taxpayer investments and advancing our region's transportation future.

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

I bring strong resourcefulness, critical thinking, and organizational skills, paired with the ability to build consensus and lead diverse teams. My experience facilitating high-performance committees, boards, and stakeholder groups has honed my skills in effective communication, public speaking, and meeting leadership. These abilities will enhance the productivity, accountability, and overall effectiveness of the ITOC, ensuring the committee fulfills its mission with diligence and integrity.

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

I hope to strengthen transparency, efficiency, and accountability in how transportation funds are planned and spent, while ensuring these investments improve mobility and accessibility for all users across our region.

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>Lima Saft</i>	09/05/2025
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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

LIMA K SAFT

EDUCATION:

PhD, Transportation Science, University of California, Irvine, CA, **2011**
MSCE, Transportation Engineering, San Diego State University, San Diego, CA, **1997**
BS Civil Engineering, San Diego State University, San Diego, CA, **1992**

LICENSES AND

Professional Civil Engineer No. 57366

AWARDS:

Project Management Professional (PMP) Certification No. 463152
2021 One of Women of Influence in Engineering by San Diego Business Journal
2019 Outstanding Engineer of the Year by San Diego County Engineering Council
2017 Woman of the Year by Women's Transportation Seminar (WTS) San Diego
2020-2022 WTS San Diego Chapter President

PRESENTATIONS:

"Connected and Automated Vehicle Pilots to Facilitate Infrastructure Readiness for CAV Future," 2022 ITS World Congress, Los Angeles, CA
"Integrated Corridor Management," Domestic Scan 14-02, Federal Highway Administration, 2014
"Assessing the Effectiveness of Changeable Message Signs on Secondary Crashes," Presentation at 2011 Annual TRB Meeting, Washington, D.C.
"Interior Noise Abatement Project," Presentation at 2003 Annual TRB Meeting, Washington, D.C.

EXPERIENCE:

- 01/2012 – present **San Diego State University**, Department of Civil, Environmental and Construction Engineering, San Diego, CA. *Adjunct Professor*
- Teaching senior and graduate level Transportation Engineering courses for future civil engineers and researchers: Introduction to Transportation Engineering, Traffic Design, Transport Demand Analysis, Mass Transit Engineering
 - Developing course materials
 - Mentoring students
 - Advancing the field of transportation engineering by generating student interest
- 8/2022 – 12/2024 **California Department of Transportation (Caltrans) San Bernardino**. *Innovation Manager*
- Leading Innovation and project teams to collaboratively reach consensus and promote innovations in the project processes
 - Promoting and incorporating new technology into current and future projects
 - Working with technology companies to validate connected and autonomous vehicle implementations
 - Presenting at Local, State, National and International Conferences
- 12/2018 – 8/2022 **Caltrans San Diego**. *Project Manager, Intelligent Transportation System Asset Manager, Connected and Autonomous Vehicle Program Manager*
- Delivered quality Transportation and ITS projects on time and within budget
 - Led project teams to collaboratively reach consensus
 - Promoted and incorporated new technology into current and future projects
- 11/2003 – 11/2018 **Caltrans San Diego**, Traffic Operations. *Project Engineer*
- Implemented incident management policies and tools for improving safety and effective and efficient removal of traffic hazards from the region's freeways
 - Played a major role in ITS deployment and integration, Integrated Corridor Management, Regional ITS Strategic Plan
 - Managed TMC workload, direct staff and support major traffic issues within the TMC
- 4/1993 – 11/2003 **Caltrans**, various divisions, including Design, Construction, and Environmental Engineering. *Transportation Engineer – Team Lead*
- In Design, implemented Project Development Procedures and Manuals to prepare quality plans, specifications and estimates for highway improvement projects
 - In Construction, ensured that the contractor adhered to the contract documents and regulatory permits

- In Environmental Engineering, was responsible for the implementing noise abatement on private properties along state highways and District's compliance with the National Pollutant Discharge Elimination System permits
- Collaborated with the stakeholders, community groups and political figures; presented the successes at the local, national and international forums, such as the Transportation Research Board meeting in Washington, D.C.

SUMMARY: Over thirty-one years of progressively responsible Transportation Engineering experience within the California Department of Transportation (Caltrans). Adjunct professor in the Department of Civil, Environmental and Construction Engineering at San Diego State University. Excellent interpersonal and communication skills. Technical writing professional. Competent Toastmaster (public speaker). Student Science Fair Judge. Meeting Facilitator. Mentor of Students and New Hires. President of WTS San Diego Chapter.