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Public Member

STAFF

Mary Khoshmashrab, CPA
Independent Performance Auditor

Hasan Ikhata
Executive Director, SANDAG



Audit Committee Agenda

Friday, May 10, 2019

12:30 to 2:30 p.m.

SANDAG, 7th Floor Conference Room

401 B Street, 7th Floor

San Diego

Agenda Highlights

- **Proposed Office of the Independent Performance Auditor Charter**

Please silence all electronic devices during the meeting

Mission Statement

The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transit; and provides information on a broad range of topics pertinent to the region's quality of life.

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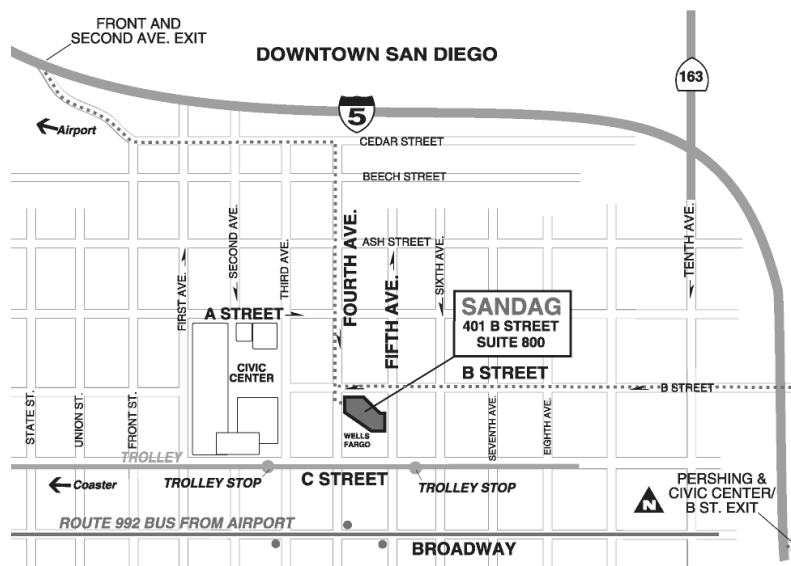
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Audit Committee

Friday, May 10, 2019

Item No.		Action
+1.	Approval of Meeting Minutes The Audit Committee is asked to review and approve the minutes from its April 12, 2019, meeting.	Approve
2.	Public Comments/Communications/Member Comments Members of the public shall have the opportunity to address the Audit Committee (Committee) on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a Request to Comment form and giving it to the Clerk prior to speaking. Public speakers should notify the Clerk if they have a handout for distribution to Committee members. Public speakers are limited to three minutes or less per person. Committee members also may provide information and announcements under this agenda item.	
Chair's Reports		
3.	San Diego Forward: The Regional Plan An update on development of San Diego Forward: The Regional Plan will be provided.	Information
4.	Update on Airport Connectivity Subcommittee An update on the Airport Connectivity Subcommittee will be provided.	Information
Reports		
+5.	Proposed Office of the Independent Performance Auditor Charter The Audit Committee is asked to recommend that the Board of Directors adopt the proposed Office of the Independent Performance Auditor Charter.	Recommend
+6.	Land Use and Transportation Planning Department Overview (Muggs Stoll) Staff will provide an overview of the SANDAG Land Use and Transportation Planning Department.	Information
+7.	Mobility Management and Project Implementation Department Overview (Jim Linthicum) Staff will provide an overview of the SANDAG Mobility Management and Project Implementation Department.	Information
8.	Continued Public Comments If the five-speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.	

9. Upcoming Meetings

Information

The next Audit Committee meeting is scheduled for Friday, June 14, 2019, at 12:30 p.m.

10. Adjournment

+ next to an item indicates an attachment

May 10, 2019

April 12, 2019, Meeting Minutes

Chair Bill Baber (Board member) called the meeting of the Audit Committee to order at 12:33 p.m.

1. Approval of Meeting Minutes (Approve)

Action: Upon a motion by Mayor Bill Wells (City of El Cajon), and a second by Steward Halpern (Public member), the Audit Committee approved the minutes from its February 8, 2019, meeting.

Yes: Chair Baber, Mayor Wells, Mr. Dostart (Public member), Bob Monson (Public member), and Stewart Halpern (Public member). No: None. Abstain: None. Absent: None.

Action: **Approve**

The Audit Committee is asked to review and approve the minutes from its February 8, 2019, meeting.

2. Public Comments/Communications/Member Comments

Chair Baber welcomed Mary Khoshmashrab as the independent performance auditor.

Reports

3. San Diego Forward: The Regional Plan (Information)

Hasan Ikhata, Executive Director, provided an update on development of San Diego Forward: The Regional Plan.

Action: This item was presented for information.

4. Update on Airport Connectivity Subcommittee (Information)

Mr. Ikhata provided an update on the Airport Connectivity Subcommittee.

Action: This item was presented for information.

5. SANDAG FY 2018 Financial Audit Program – Results of Fiscal and Compliance Reports (Information)

André Douzdzian, Director of Finance and Katherine Lai, Crowe LLP, provided an overview of the remaining finalized reports of the FY 2018 SANDAG Financial Audit.

Action: This item was presented for information.

6. Quarterly Internal Audit Program Update (Information)

Steve Castillo, Principal Management Internal Auditor, provided an update on internal audit activities conducted during the third quarter of FY 2019.

Action: This item was presented for information.

7. Overview of Operations Department (Information)

Ray Traynor, Director of Operations, provided an overview of the Operations Department.

Action: This item was presented for information.

8. Continued Public Comments

Chair Baber announced the joint meeting of the Board of Directors and all Policy Advisory Committees on Friday, April 26, 2019, at 9 a.m.

9. Upcoming Meetings

The next Audit Committee meeting is scheduled for Friday, May 10, 2019, at 12:30 p.m.

10. Adjournment

Chair Baber adjourned the meeting at 2:27 p.m.

May 10, 2019

Proposed Office of the Independent Performance Auditor Charter

Overview

The adoption of a Charter is required under professional standards. The Charter identifies roles and responsibilities of the Audit Committee, the independent performance auditor (IPA), and SANDAG management as it relates to the IPA. The Charter provides specific authorities, defines objectives and duties of various parties, protocols, and paths of communications, reporting and follow-up, as well as the IPA's reporting structure. The document defines requirements of the IPA competencies, planning and risk consideration, and fraud and waste reporting responsibilities, and the IPA independence requirements.

Action: **Recommend**

The Audit Committee is asked to recommend that the Board of Directors adopt the proposed Office of the Independent Performance Auditor Charter.

Key Considerations

In accordance with Government Code (GC) section 1236, which states that all city, county, and district auditors conduct their work under the general and specified standards prescribed by the Institute of Internal Auditors or the Government Auditing Standards issued by the Comptroller General of the United States, as appropriate.

Further in accordance with Board Policy No. 039 section 6.1 that states that the IPA shall report to the Audit Committee and shall annually prepare an audit plan and conduct audits in accordance therewith, including performance audits of all SANDAG departments, offices, boards, activities, agencies, and programs and perform those other duties as may be required by the Board or as provided by the California Constitution and general laws of the state. The IPA shall follow Government Auditing Standards.

Next Steps

Pending action by the Audit Committee, the Proposed Office of the IPA Charter will be scheduled for Board approval.

Mary Khoshmashrab, Independent Performance Auditor

Key Staff Contact: Mary Khoshmashrab, (619) 595-5323, mary.khoshmashrab@sandag.org

Attachment: 1. Proposed – Office of Independent Performance Auditor Charter

San Diego Association of Governments



Office of Independent Performance Auditor

Charter

May 2019

Article I

Definitions, Names, and Authority

- This document is referred to herein as the “Charter.”
- The San Diego Association of Governments is referred to herein as the “SANDAG.”
- The SANDAG Board of Directors are referred to herein as the “Board”
- The SANDAG’s Audit Committee (Committee) consist of five voting members. Members are board appointed and serve a two-year term. The Committee consists of two members of the Board of Directors and three public members. The Audit Committee’s roles and responsibilities are defined in this Charter. The Committee serves as advisories to the Board of Directors.
- The role of the Committee is further defined and is in accordance with Assembly Bill 805 and Board Policy No. 39.
- The SANDAG’s Management referred to herein to mean all levels of management at SANDAG.
- The Independent Performance Auditor, herein referred to as the “IPA.” Though the IPA has a direct relationship to the Board, the IPA will be overseen by the Committee. The IPA will oversee and conduct independent examinations of SANDAG programs, functions, operations, or management systems and procedures to assess whether the agency is achieving economy, efficiency, and effectiveness in the employment of available resources; and provide sound professional recommendations for consideration in formulating policies and procedures, establishing internal controls, and improving operational and organizational performance.
- The IPA is an executive level position responsible for effectively managing performance and compliance related activities in accordance with this Charter, Assembly Bill 805, Board Policy No. 039, the IPA’s employment agreement, and with the Professional Auditing Standards, the Code of Ethics, the Standards as defined within the International Standards for the Professional Practice of Internal Auditing, and other professional standards.
- Office of Independent Performance Auditor, herein referred to as “OIPA”
- The SANDAG’s Director of Finance role is to administratively oversee the IPA’s monthly timesheets and tracking of time off.

While this Charter is not intended to fully reiterate various Professional Auditing Standards, herein referred to as “Standards,” it is intended to be consistent with the Standards and should be interpreted in a manner consistent with those standards. The Standards not directly incorporated into this Charter shall nonetheless be fully and appropriately applicable to the IPA. The IPA also considers guidance from industry practices and other relevant sources as deemed appropriate and reasonable in relation to SANDAG’s needs, including but not limited to the Generally Accepted Government Auditing Standards (GAGAS), Generally Accepted Auditing Standards (GAAS), California Government Code, Administrative Manuals, and other applicable authorities.

Authority

Passage of Assembly Bill (AB) 805 resulted in the establishment of an audit committee to the list of standing policy advisory committees within SANDAG; the hiring of the independent performance auditor (IPA), and to approve the annual audit plan after discussion with the IPA, as specified; requires the audit committee to appoint an IPA, subject to approval by the SANDAG Board, who may only be removed for cause by a vote of at least two-thirds of the audit committee and the SANDAG Board; authorizes the IPA to conduct or cause to be conducted performance audits of all departments, offices, boards, activities, agencies, and programs of SANDAG; and requires all SANDAG officers and employees to fully cooperate and to furnish the IPA unrestricted access to information and records, as specified.

Passage of Senate Bill (SB) 1452 resulted in updates to internal auditing standards for state and local agencies and establishes a process enabling the Legislature to be informed when State Auditor recommendations are being ignored or not implemented by agencies. Additionally, it creates a framework to protect internal auditors from intimidation while providing them with a process to have audit expectations reported if audit findings are suppressed by management.

Further, the passage amends Government Code (GC) section 1236 to state that all city, county, and district auditors conduct their work under the general and specified standards prescribed by the Institute of Internal Auditors or the Government Auditing Standards issued by the Comptroller General of the United States, as appropriate.

Additionally, SANDAG's IPA will incorporate and consider, where applicable guidance from other relevant sources. Therefore, in conducting its audit activities, the IPA will also consider sources including, but not limited to: Generally Accepted Government Auditing Standards (GAGAS), Generally Accepted Auditing Standards (GAAS), the California Government Code, SANDAG's Administrative Manuals, SANDAG's established policies and procedures, and other applicable authorities.

Article II

Section 1 - Purpose of this Charter

This Board of Directors approved and adopted Charter establishes the responsibilities, reporting lines, and protocols of the IPA; it establishes SANDAG's objective and provides for uninhibited and complete discretion to fulfill its objective, with procedural remedies to remediate obstacles and issues. This Charter also delineates the reporting lines of the IPA, and the roles and approval of the Committee.

Section 2 - Objective of the Audit Committee

SANDAG established the Committee that consist of two Board of Directors to ensure independence around the IPA's functions. The IPA's audit functions are designed to include timely reporting of significant issues to appropriate oversight authorities. The Committee's members consist of the two board members. The Committee serves as an advisory to the full Board of Directors. The Committee will help to ensure the IPA is independent of management. Specific responsibilities of the Committee vary depending on the form of

review, type of reporting requirements, or the matter under consideration. The Committee and the Board of Directors have authority to request a review be conducted and/or authorize investigations into any matter within its scope of responsibility. The Committee is specifically empowered to appoint and oversee the work of the public accounting firm employed by SANDAG to perform the annual audit, and to resolve disagreements between management and the auditing firm regarding any audit findings or recommendations.

Section 3 - Objective of the Independent Performance Auditor

The objective of the IPA is to serve as the Board of Directors oversight function that objectively evaluates and recommends improvements to SANDAG including prioritizing its efforts by continuously facilitating an objective risk assessment. This objective is consistent with that as defined by the Standards. The Committee recognize the importance of an internal/external audit function and adopt this objective for the IPA's function.

The IPA may also perform external reviews of contracts or service programs of entities that are awarded funds overseen by SANDAG. The IPA performs investigative or special reviews at the request of the Committee or the Board of Directors, Management, and/or in accordance with various laws, statues, and regulations such as the California Government Codes, and regulations, and other applicable authorities.

Additionally, the IPA may perform non-auditing consulting services, works with management in supporting the tone set at the top, evaluates and analyses data, reviews processes for efficiency, provides guidance, training and development to SANDAG and its government components, and provides subject expert guidance to internal and external customers, etc.

Article III

Section 1 - Responsibility and Protocols

The Committee recognizes that it is responsible for establishing and monitoring the risk tolerance of SANDAG. The IPA shall from time to time advise the Committee on existing and evolving governance practices as could be best suited for SANDAG. The Committee recognize that management is responsible for SANDAG's internal control structure, and thus is also responsible for creating and maintaining an adequate system of control to serve as the basis for designing, monitoring, and evaluating its internal control structure. To evaluate management's internal control systems, the IPA shall be provided with uninhibited and complete:

- discretion to fulfill its objective; and
- access to all organizational records, data, information, assets, and personnel.

The IPA shall have open and direct access to SANDAG's Board of Directors, executive management, department directors, administrators, and the SANDAG staff.

The IPA shall be free to document and communicate without interference or influence, specific policies and procedures best suited for managing the IPA function.

SANDAG's Management and staff shall be obligated to respond to the IPA's inquiries and recommendations, formal and informal, and in a timely and diligent manner. Excessive

requirements for management authorizations or permissions are deemed to inhibit access. The IPA has the discretion to disclose and refrain from disclosing any reasons for requests placed upon management and staff.

The IPA shall report disagreements with management and instances in which a request for access or response is not granted or provided in a reasonable time, format, and manner to the Committee.

The IPA shall hold data and information obtained during the course of its audit activities with due care and the appropriate level of confidentiality. The IPA shall, for good cause, have authority to grant, limit, and restrict access to work papers and records, subject to applicable law.

Section 2a – Scope & Duties of the Independent Performance Auditor- Audit Services

The IPA shall have authority to conduct compliance and performance audits of all departments, divisions, boards, activities, agencies and programs of the entity in order to independently and objectively determine whether:

1. Activities and programs being implemented have been authorized by the appropriate governing laws or codes, state or local law, or applicable federal law or regulations.
2. Activities and programs are in compliance, properly conducted, and funds expended in accordance with the applicable laws.
3. The departments, divisions, or agencies are acquiring, managing, protecting, and using its resources, including public funds, personnel, property, equipment, and space, economically, efficiently, equitably, and effectively, and in a manner consistent with the objectives intended by the authorizing entity or enabling legislation.
4. The entity, programs, activities, functions, or policies are effective, including the identification of any causes of inefficiencies or uneconomical practices.
5. The desired result or benefits are being achieved.
6. Financial and other reports are being provided that disclose fairly, accurately, and fully all information required by law, to ascertain the nature and scope of programs and activities, and to establish a proper basis for evaluating the programs and activities including the collection of, accounting for, and depositing of revenues and other resources.
7. Management has established adequate operating and administrative procedures and practices, fiscal and accounting systems, and an adequate system of controls or internal management controls; and
8. Indications of fraud, abuse, waste, misappropriation, or illegal acts are valid and need further investigation.

Section 2b – Scope & Duties of the IPA - Non-Audit Services

The IPA supports the tone at the top by offering SANDAG's Management and staff the following non-audit services:

1. Provides non-auditing consulting, guidance and recommendations;
2. Provides training and development on risk assessment, fiscal policies, systems of controls, or other processes;
3. Analysis of data, reviews of program processes, and provides insight on financial forecasting and projections;
4. Reviews and makes recommendations on contracts, or other program agreements;
5. Reviews processes and procedures to improve efficiency and ensure source documents are sufficient and supportive of funds expended;
6. Advises on developing automated tracking systems and design support upon request;
7. Provides guidance and/or review of management's strategic plans to ensure alliance with the overall SANDAG's plan; and
8. Provides internal and external customer support on subject matters, etc.

Section 3 – Risk Assessment and Planning

The IPA may facilitate and conduct a risk assessment process to assist management to logically identify key risks within SANDAG and its components and shall annually present and discuss risk with the Committee to receive input and feedback. As part of the aforementioned process, the IPA shall receive input from SANDAG's executive management and staff, the Committee and the Board of Directors as to the risk factors that the Committee deems most important to SANDAG. The IPA shall then develop an annual audit plan based on a management self-risk assessment and audit risk consideration and present the audit plan to the Committee for its review, input, and approval.

Annually, the IPA shall present the results of a continuous monitoring of identified risk to the Committee, with necessary adjustments proposed to the audit plan for its review, input, and approval. The Committee and the IPA recognize that the audit plan shall be continuously risk-based, and not coverage-based, and optimal audit plans continuously change in response to shifting perceptions and outcomes of risk.

The Committee recognizes that the IPA proficiently achieve the IPA's objective audit function with the probability and timeliness of risk identification generally being in direct proportion to that risk's impact on the organization. As such, it is further recognized that:

- Timeliness is relevant to the Committee's risk tolerance and prioritization within the risk assessment; and
- The identification of risks is subject to change and interpretation; therefore, the standard of competence does not ever require certain and complete identification of any and all risks.

Article IV

Section 1 – Objectivity and Reporting Structure

The IPA is fully accountable and reports directly to the Committee. The Committee will meet with the IPA regularly in general session and privately as needed; ideally in person but nonetheless through any other reasonable means; subject to applicable open meeting

requirements. For administrative purposes only, the IPA's time tracking, and other administrative functions is managed by the Director of Finance. The IPA's annual performance reviews are performed by the Committee.

The IPA shall not assume organizational responsibilities or authority within SANDAG, and therefore will not:

- assume organizational responsibilities
- perform management functions, procedures, reporting, tracking and accounting
- design or execute controls or processes
- render organizational decisions

Similarly, the IPA shall not in any way utilize its resources to relieve or subsidize other persons or functions in SANDAG that would create an impairment of independence.

The Committee and the IPA recognize that activities that are performed by the IPA and are of an objective nature including repetitive audits, audits "required" of management, and audits that take on more of a monitoring function rather than an assessment, shall not serve as a substitute for management controls, as an adequate internal control structure should not dictate the performance of any audit.

The IPA shall disclose to the Committee, any and all requested, proposed, and performed activities that are deemed as not taking the form of an objective audit activity, for their acceptance or rejection.

Section 2 – Independence

When establishing any audit function, it is very important to be explicit in protecting auditors' impartiality and objectivity in conducting their work so decision-makers and the public can rely on audit findings and recommendations. For example, managers of functions that may be audited should not have authority over the work of auditors. In order to be independent in fact/matter and appearance, auditors must be free from conflicts of interest and free from interference in how the work is conducted and reported. Auditors must have systems in place to identify, safeguard against, or report threats to independence. The Government Auditing Standards identify seven types of threats to independence that the IPA shall endeavor to avoid:

- Self-interest threat - the threat that a financial or other interest will inappropriately influence an auditor's judgment or behavior;
- Self-review threat - the threat that an auditor or audit organization that has provided non-audit services will not appropriately evaluate the results of previous judgments made or services performed as part of the non-audit services when forming a judgment significant to an audit;
- Bias threat - the threat that an auditor will, as a result of political, ideological, social, or other convictions, take a position that is not objective;
- Familiarity threat - the threat that aspects of a relationship with management or personnel of an audited entity, such as a close or long relationship, or that of an immediate or close family member, will lead an auditor to take a position that is not objective;

- Undue influence threat - the threat that external influences or pressures will impact an auditor's ability to make independent and objective judgments;
- Management participation threat - the threat that results from an auditor's taking on the role of management or otherwise performing management functions on behalf of the entity undergoing an audit; and
- Structural threat - the threat that an audit organization's placement within a government entity, in combination with the structure of the government entity being audited, will impact the audit.

Section 3 - Competence

The IPA Auditor shall document and communicate specific requirements for professional credentials, including education and certifications, experience, and ongoing professional development. The Committee and the IPA recognize that the practice of auditing can be competently executed by individuals of a variety of experiences and credentials. The IPA shall be provided with sufficient training budget to support the IPA's required credentials and/or experience. The IPA shall determine the minimum amount of relevant training required in accordance with government code, principals, and the standards.

The IPA shall continuously and annually review the general level of compliance to the key components of the adopted standards and the function's policies and procedures. Annual reviews shall be based on key attributes deemed most important by the IPA and the Committee. Such reviews may take the form of a condensed internal self-assessment.

Additionally, the IPA shall ensure that there is a periodic assessment of comprehensive compliance to the key components of the adopted standards and policies and procedures. The results of the periodic assessment shall be presented to the Committee by the IPA.

Article V

Fraud

The Committee recognizes that management is responsible for controls to reasonably prevent and detect fraud. Furthermore, the Committee recognizes that IPA is not responsible to identify fraud.

The Committee and the IPA recognize that IPA should be competent to consider fraud risks that result from reviews of the functions at SANDAG and the government components as well as factors external to SANDAG for the purposes of continuous audit planning and project planning and scoping. Moreover, should the IPA become aware of potential fraud during a review, the IPA would be expected to report the matter to the Committee, and the appropriate management, and further investigate the matter.

Management shall be responsible to report to the IPA and the Committee any and all suspected incidences of fraud reasonably believed to have occurred. The IPA shall perform and monitor all investigations and determine if the reported incident is substantiated. Management shall provide regular updates to the IPA for all suspected and actual incidences of fraud, whether or not investigations are conducted as a result. This will aid the IPA in maintaining awareness of all potential risks and control weaknesses within

SANDAG, particularly to help to determine and recommend improvements to internal controls to reduce future vulnerability; and contemplate new audit procedures that may be deemed necessary to be performed in future audit work to assess the risk of repeated or similar fraud.

Article VI

Reporting and Follow-Up

The IPA shall have procedures in place to ensure that reported conclusions and opinions are supported with adequate, competent, and sufficient audit work.

The IPA *shall not issue an opinion* on the internal control structure. The Committee recognizes that an organization's internal control structure is comprised of and affected by many internal and external activities and elements, all of which are subjected to variability in effectiveness. The Committee further recognizes that any opinion on the overall internal control structure of an organization would be inherently subject to excessive uncertainty, regardless of the adequacy, competency, and sufficiency of internal audit work.

The IPA shall communicate results of its work and otherwise known issues to management and the Committee. The IPA shall form and report appropriate opinions based on audit evidence. Management shall provide responses to issues in a prompt and efficient manner.

Written reports may be distributed to the Committee, SANDAG's Management, and if appropriate for reports containing significant issues or when there is a disagreement with management other than minor in nature, to the Board of Directors. The IPA shall provide summary information to the Committee pertaining to issues resulting from audit procedures as well as known issues outside of the audit scope of review. Additionally, the IPA shall provide the Committee with an annual assessment as to the effectiveness of management's attention to resolving identified control issues.

The Committee shall approve the processes pertaining to follow-up audit procedures, if appropriate. The IPA shall have procedures in place to track, monitor, and evaluate the status of identified control issues with a tracking mechanism and with consideration to the risk of each issue and the cost and benefit of various audit procedure alternatives.

Article VII

Amendments

Amendments shall be brought to the Board of Directors for approval as needed.

Hon. Steve Vaus
Chair, Board of Directors

Date

Mary E. Khoshmashrab, MSBA, CPA
Independent Performance Auditor

Date _____

PROPOSED

May 10, 2019

Land Use and Transportation Planning Department Overview

Introduction

The Land Use and Transportation Planning Department is responsible for both short-term and long-term planning initiatives to support a sustainable future for the San Diego Region. This includes planning activities to support active transportation and rail programs, long-range and binational transportation, land use coordination and transit systems and environmental and energy initiatives.

Discussion

The Department creates visionary and innovative planning products and programs through research and development, outreach and coordination, and by cultivating relationships with numerous key stakeholders, which include professional colleagues, agencies at all levels of government, community groups, and the general public. The Department is composed of nearly 50 professionals who work across four teams that work together as well as with other SANDAG departments and a multitude of stakeholder agencies and organizations. An overview of each of these teams and their primary functions follows.

Active Transportation and Rail Planning

The Active Transportation and Rail team plans for all phases of project development for the region's Active Transportation and Rail programs. This includes the development of plans and projects to support the continued infrastructure improvements along the San Diego segment of the Los Angeles-San Diego-San Luis Obispo Rail Corridor, the second-busiest rail corridor nationwide. Also included is delivering on the Board-approved \$200 million Regional Bike Plan Early Action Program – a total of 77 miles of new facilities and supporting programs that are in all stages of development (planning to construction/operation). Currently planning, environmental, design or construction is underway on 70 of the 77 miles.

Environmental/Public Facilities Planning

The Environmental/Public Facilities team provides environmental approvals and permits for agency projects, carries out the SANDAG Energy Roadmap Program, implementing Regional Climate Action Planning to reduce greenhouse gases, and manages specialized environmental efforts such as the *TransNet* Environmental Mitigation and Shoreline Preservation programs. Ongoing environmental analysis and planning is conducted for the projects in the Capital Implementation Program, including rail, transit, and active transportation projects where SANDAG is the implementing agency. Administration of several energy-related programs generally funded by grants from the California Energy Commission and/or our local utility provider, San Diego Gas & Electric. This team also oversees grant administration and overall program management for the *TransNet* Environmental Mitigation Program, the \$850 million of set-aside funds for regional habitat preservation and restoration.

Action: **Information**

Staff will provide an overview of the SANDAG Land Use and Transportation Planning Department.

Highlights:

The team of professionals that make up the Land Use and Transportation Planning Department is responsible for a wide variety of planning programs and projects that support the quality of life for the San Diego region.

Transit Planning and Land Use Coordination

The Transit Planning and Land Use Coordination team prepares the region for future transit needs; leads efforts to coordinate land use planning and housing-related programs; and administers a series of grant programs that support smart growth, active transportation, and specialized transportation for seniors and the disabled. They also provide support for the update of San Diego Forward: The Regional Plan (Regional Plan), particularly for the Sustainable Communities Strategy and the transit network. They are also responsible for the development of the Regional Housing Needs Assessment. The team coordinates with the 19 tribal nations in the region and a Military Working Group, both of which are working on developing and implementing transportation studies to support their operations.

Long-Range Transportation and Binational Planning

The Long-Range Transportation and Binational team supports the development of the Regional Plan and works on various studies and analyses between updates to help advance key transportation projects and programs. They focus on the development of performance measures to fulfill new state and federal requirements and lead air quality conformity for the Regional Plan and the Regional Transportation Improvement Program. In addition, they monitor implementation of actions adopted in the Regional Plan. The team also performs binational planning and coordination with adjacent peer organizations in the surrounding Southern California Association of Governments region, coordinates the Goods Movement/Freight Program with the Port of San Diego and the international ports of entry and conducts studies on border wait times and analyses of economic and air quality/climate impacts.

Charles "Muggs" Stoll, Director of Land Use and Transportation Planning Department

Key Staff Contact: Charles "Muggs" Stoll, (619) 699-6945, muggs.stoll@sandag.org

May 10, 2019

Mobility Management and Project Implementation Department Overview

Overview

Mobility Management and Project Implementation Department (MMPI) is responsible to deliver the majority of the SANDAG capital improvement program. The FY 2019 program consists of 121 individual projects with expenditures estimated at \$917 million. The approved multiyear budgets of these projects total \$8.06 billion. A listing of projects and their multiyear budgets are shown in Attachment 1.

MMPI projects fall into four general categories of improvements:

1. Transit (heavy rail, light rail, bus facilities)
2. *TransNet* highway
3. Regional bikeway
4. Other capitalized improvements

SANDAG staff manage all the above projects except *TransNet* highway. Each project has a SANDAG project manager with the detailed planning and engineering work performed by consultants. *TransNet* highway projects are managed by Caltrans, whose staff perform both the project management and detailed work, supplemented by SANDAG consultants.

Projects along a similar geographic area are grouped together in a corridor and managed by a corridor director. For example, the Mid-Coast corridor includes not only an 11-mile extension of the light rail San Diego Trolley Blue Line, but also two heavy rail projects that add 3-miles of second main track to the Los Angeles-San Diego-San Luis Obispo corridor, a 2-mile long bikeway, and improvements to Interstate 5. The Mid-Coast corridor director has a multi-modal team of SANDAG and Caltrans project managers reporting to him. Other corridors are managed similarly. By having team members from other agencies responsible to deliver specific components of the work, costly oversight by those agencies is avoided.

Early in its development, each project is analyzed to determine the most efficient delivery method. SANDAG has authority to contract for the construction of capital projects in four ways:

1. Traditional low bid
2. Design-build (contractor responsible for both the design and construction)
3. Construction Manager/General Contractor, known as CMGC (SANDAG is responsible for project design with contractor input, whereas contractor is responsible for construction)
4. Job Order Contract, known as JOC (on-call construction contracts for small projects)

Jim Linthicum, Director Mobility Management and Project Implementation

Key Staff Contact: Jim Linthicum, (619) 699-1970, jim.linthicum@sandag.org

Attachment: 1. FY 2019 Capital Program Project Listing

Action: **Information**

Staff will present an overview of the responsibilities of the SANDAG Mobility Management and Project Implementation

Highlights:

The Mobility Management and Project Implementation Department is composed of 32 professionals who manage the delivery of the SANDAG capital improvement program.

**SAN DIEGO ASSOCIATION OF GOVERNMENTS
FY 2019 Capital Program Expenditures (\$1,000s)**

Attachment 1

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2019	Estimated Expended Thru June 2018	Remaining Budget as of June 2018	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
TransNet EARLY ACTION PROJECTS															
1200100	TransNet Project Office	\$ 36,887	\$ 36,887	\$ 3,800	\$ 33,087	\$ 3,800	\$ 3,800	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,687	\$ 3,600	\$ 3,600	\$ 3,500	\$ 36,887
1200200	Project Biological Mitigation Fund	458,000	458,000	241,481	216,519	73,650	61,992	39,033	17,340	15,329	8,543	576	56		458,000
1200300	Regional Habitat Conservation Fund	44,519	44,519	37,860	6,659	4,100	2,559								44,519
1041500 Mid-Coast Corridor															
1041502	SuperLoop	36,071	36,071	34,950	1,121	1,120	1								36,071
1257001	Mid-Coast Light Rail Transit (LRT)	2,171,201	2,171,201	772,561	1,398,640	411,092	446,439	234,840	62,680	17,376	14,491	11,685	200,037		2,171,201
1200500 I-5 Corridor															
1200501	I-5 North Coast: 4 Express Lanes	74,786	74,786	74,209	577	577									74,786
1200502	I-5 HOV Extension & Lomas Santa Fe Interchange	67,720	67,720	67,702	18	18									67,720
1200503	I-5/SR 56 Interchange	17,957	17,957	13,037	4,920	2,273	2,266	381							17,957
1200504	I-5 HOV: Birmingham Drive to Palomar Airport Drive	369,616	135,778	83,670	52,108	5,818	2,316	18,584	22,906	2,484					135,778
1200506	I-5/Genesee Interchange and Widening	117,435	117,435	106,474	10,961	6,513	2,665	604	534	553	92				117,435
1200507	I-5/Voigt Drive Improvements	28,980	28,980	5,749	23,231	6,191	6,465	5,859	4,716						28,980
1200508	I-5/Gilman Drive Bridge	20,607	20,607	15,864	4,743	4,261	482								20,607
1200509	I-5 HOV: San Elijo Bridge Replacement	355,510	331,395	172,052	159,343	81,300	50,386	26,943	714						331,395
1200510	I-5 HOV: Carlsbad	127,261	317	314	3	3									317
1200512	I-5/Genesee Aux Lane	7,049	7,049	1,100	5,949	835	782	2,782	1,550						7,049
1201500 I-15 Corridor															
1201501	I-15 Express Lanes South Segment	331,022	331,022	330,465	557	557									331,022
1201504	I-15 FasTrak @	26,792	26,792	26,632	160	160									26,792
1201506	I-15 Mira Mesa Direct Access Ramp - Bus Rapid Transit Station	55,589	55,589	55,466	123	123									55,589
1201507	SR 15 BRT: Mid-City Centerline Stations	62,764	62,764	60,396	2,368	2,133	235								62,764
1201509	Downtown BRT Stations	20,844	20,844	20,839	5	5									20,844
1201511	Mira Mesa Blvd BRT Priority Treatments	3,737	3,737	3,612	125	125									3,737
1201513	South Bay BRT Maintenance Facility	60,129	60,129	59,989	140	140									60,129
1201514	Downtown Multiuse and Bus Stopover Facility	45,975	45,975	17,797	28,178	27,378	800								45,975
1201515	Clairemont Mesa Blvd BRT Stations	13,774	1,774	1,764	10	10									1,774
1201518	I-15 Mira Mesa Transit Station Parking Structure	11,822	11,822	9,542	2,280	2,280									11,822
1207600 SR 76 Corridor															
1207602	SR 76 Middle	166,321	166,321	164,765	1,556	1,556									166,321
1207606	SR 76 East	202,499	202,499	191,310	11,189	8,357	768	644	548	187	86	599			202,499
1210000 Blue & Orange Line Improvements															
1210030	Blue Line Station Rehab	132,985	132,985	132,473	512	498	14								132,985
1210040	Orange and Blue Line Traction Power Substations	30,275	30,275	29,724	551	500	51								30,275
1230000 Coastal Corridor															
1239801	Sorrento to Miramar Phase 1	45,411	45,411	45,301	110	110									45,411
1239803	Oceanside Station Pass-Through Track	28,154	28,154	28,133	21	21									28,154
1239805	Poinsettia Station Improvements	33,748	33,748	6,146	27,602	17,086	9,912	604							33,748
1239806	San Elijo Lagoon Double Track	76,849	76,849	46,230	30,619	26,748	3,829	39	3						76,849
1239807	Sorrento Valley Double Track	32,989	32,989	32,907	82	76	6								32,989
1239809	Eastbrook to Shell Double Track	10,920	10,920	6,221	4,699	2,499	2,200								10,920
1239810	Carlsbad Village Double Track	3,754	3,754	3,674	80	80									3,754
1239811	Elvira to Morena Double Track	191,625	191,625	137,019	54,606	31,545	19,757	3,137	167						191,625
1239812	Sorrento to Miramar Phase 2	14,440	14,440	7,785	6,655	3,240	3,210	205							14,440
1239813	San Dieguito Lagoon Double Track and Platform	16,445	16,445	9,445	7,000	3,500	3,500								16,445
1239814	COASTER Preliminary Engineering	1,222	1,222	1,005	217	157	60								1,222
1239815	San Diego River Bridge	93,866	93,866	67,563	26,303	19,734	6,211	200	158						93,866
1239816	Batiquitos Lagoon Double Track	69,340	33,793	10,199	23,594	3,148	8,228	12,118	80	20					33,793
1239817	Chesterfield Drive Crossing Improvements	6,509	6,509	3,180	3,329	2,211	1,086	32							6,509
1239818	Signal Respacing and Optimization	2,000	2,000	-	2,000	1,000	1,000								2,000
1240000 Mid-City Rapid Bus															
1240001	Mid-City Rapid Bus	44,526	44,526	44,201	325	325									44,526

**SAN DIEGO ASSOCIATION OF GOVERNMENTS
FY 2019 Capital Program Expenditures (\$1,000s)**

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2019	Estimated Expended Thru June 2018	Remaining Budget as of June 2018	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
1280500	I-805 Corridor														
1280504	South Bay BRT	119,772	119,772	107,872	11,900	11,793	107								119,772
1280505	I-805 HOV/Carroll Canyon Direct Access Ramp	95,730	95,730	95,119	611	600	11								95,730
1280508	SR 94 Express Lanes: I-805 to Downtown	22,600	22,600	21,297	1,303	3	1,300								22,600
1280510	I-805 South: 2HOV and Direct Access Ramp	182,501	182,501	175,383	7,118	3,934	2,713	467	2	2					182,501
1280511	I-805 North: 2HOV Lanes	116,965	116,965	113,308	3,657	1,277	330	310	210	1,530					116,965
1280513	I-805 /SR 94 Bus on Shoulder Demonstration Project	30,900	30,900	24,780	6,120	6,100	5	5	5	5					30,900
1280515	I-805 South Soundwalls	38,361	38,361	22,321	16,040	11,728	3,306	599	290	117					38,361
	TOTAL TransNet EARLY ACTION PROJECTS	6,339,867	5,907,423	3,740,886	2,166,537	788,488	644,992	347,386	111,903	37,603	23,212	12,860	200,093	-	5,907,423
	TCIF/GOODS MOVEMENT														
1201101	SR 11 and Otay Mesa East Port of Entry	543,273	130,768	122,432	8,336	8,147	189								130,768
1201102	SR 11 and Otay Mesa East Port of Entry: Segment 1 Construction	66,330	66,330	66,095	235	235									66,330
1201103	SR 11 and Otay Mesa East Port of Entry: Segment 2A Construction	60,453	60,453	-	60,453	14,735	29,865	14,735	560	558					60,453
1300601	San Ysidro Intermodal Freight Facility	41,360	41,360	40,538	822	821	1								41,360
1300602	South Line Rail Freight Capacity	48,493	48,493	47,315	1,178	1,177	1								48,493
1390504	SR 905/125/11 Northbound Connectors	18,757	18,757	18,756	1	1									18,757
1390505	SR 905/125/11 Southbound Connectors	68,947	68,947	7,161	61,786	3,839	36,631	20,167	1,147	2					68,947
	TOTAL TCIF/GOODS MOVEMENT PROJECTS	\$ 847,613	\$ 435,108	\$ 302,297	\$ 132,811	\$ 28,955	\$ 66,687	\$ 34,902	\$ 1,707	\$ 560	\$ -	\$ -	\$ -	\$ -	\$ 435,108
	REGIONAL BIKEWAY PROJECTS														
1129900	Bayshore Bikeway: 8B Main Street to Palomar	\$ 3,193	\$ 3,193	\$ 1,403	\$ 1,790	\$ 163	\$ 1,612	\$ 15							\$ 3,193
1143700	Bayshore Bikeway: Segments 4 & 5	7,021	7,021	6,414	607	607									7,021
1223014	SR 15 Commuter Bike Facility	15,615	15,615	15,445	170	72	26								15,615
1223016	Coastal Rail Trail San Diego: Rose Creek	23,792	23,792	8,507	15,285	10,603	4,672	5	3	2					23,792
1223017	Coastal Rail Trail Encinitas: E Street to Chesterfield Drive	10,108	10,108	5,089	5,019	4,927	92								10,108
1223020	North Park/Mid-City Bikeways: Robinson Bikeway	5,946	5,946	3,370	2,576	91	305	2,087	93						5,946
1223022	Uptown Bikeways: Fourth and Fifth Avenue Bikeways	21,559	21,559	6,328	15,231	416	9,054	5,504	257						21,559
1223023	Inland Rail Trail	56,500	44,245	30,312	13,933	7,390	6,543								44,245
1223052	San Diego River Trail: Stadium Segment	2,684	2,684	681	2,003	1,973	30								2,684
1223053	San Diego River Trail: Carlton Oaks Segment	1,582	1,582	877	705	564	141								1,582
1223054	Central Avenue Bikeway	994	994	623	371	347	24								994
1223055	Bayshore Bikeway: Barrio Logan	17,964	17,964	1,911	16,053	5,457	9,989	607							17,964
1223056	Border to Bayshore Bikeway	12,216	12,216	981	11,235	1,099	2,069	6,443	1,622	2					12,216
1223057	Pershing Drive Bikeway	12,314	12,314	1,491	10,823	271	7,873	2,674	5						12,314
1223058	Downtown to Imperial Avenue Bikeway	13,488	13,488	1,973	11,515	1,536	3,703	6,096	180						13,488
1223078	North Park/Mid-City Bikeways: Landis Bikeway	7,250	7,250	941	6,309	2,835	3,469	5							7,250
1223079	North Park/Mid-City Bikeways: Howard-Orange Bikeway	1,736	1,736	207	1,529	423	1,003	103							1,736
1223080	North Park/Mid-City Bikeways: Monroe Bikeway	526	526	196	330	270	60								526
1223081	North Park/Mid-City Bikeways: University Bikeway	1,076	1,076	290	786	495	263	28							1,076
1223082	North Park/Mid-City Bikeways: Georgia-Meade Bikeway	11,282	11,282	2,017	9,265	3,801	4,530	934							11,282
1223083	Uptown Bikeways: Eastern Hillcrest Bikeways	3,776	3,776	741	3,035	1,100	769	1,156	10						3,776
1223084	Uptown Bikeways: Washington Street and Mission Valley Bikeways	1,864	1,864	586	1,278	904	374								1,864
1223085	Uptown Bikeways: Mission Hills and Old Town Bikeways	358	358	17	341	181	160								358
1223086	Uptown Bikeways: Park Boulevard Bikeway	688	688	193	495	375	110	10							688
	TOTAL REGIONAL BIKEWAY PROJECTS	\$ 233,532	\$ 221,277	\$ 90,593	\$ 130,684	\$ 45,900	\$ 56,917	\$ 25,693	\$ 2,170	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ 221,277
	MAJOR CAPITAL PROJECTS														
1049600	East County Bus Maintenance Facility	\$ 45,301	\$ 45,301	\$ 45,296	\$ 5	\$ 5									\$ 45,301
1128100	Mainline Drainage	6,394	6,394	2,714	3,680	3,675	5								6,394
1129200	OCS Insulator & Catch Cable Replacement	7,181	7,181	5,634	1,547	1,544	3								7,181
1130102	Financial System Upgrade Contract Management System	1,250	1,087	758	329	329									1,087
1142300	East Division Maintenance Facility	7,516	7,516	7,234	282	282									7,516
1142500	Centralized Train Control (CTC)	14,467	14,467	14,392	75	70	5								14,467
1142600	Joint Transportation Operations Center (JTOC)	2,085	2,085	23	2,062	2,047	5	5	5						2,085
1143200	University Town Center (UTC) Transit Center	5,700	5,700	5,361	339	339									5,700

**SAN DIEGO ASSOCIATION OF GOVERNMENTS
FY 2019 Capital Program Expenditures (\$1,000s)**

Project Number	Project Title	Approved Budget	Funded Budget Thru FY 2019	Estimated Expended Thru June 2018	Remaining Budget as of June 2018	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
1144000	Substation Supervisory Control and Data Acquisition (SCADA)	4,995	4,995	3,536	1,459	1,454	5								4,995
1144700	Beach Sand Replenishment	26,084	26,084	25,580	504	504									26,084
1145000	Los Peñasquitos Lagoon Bridge Replacement	47,486	45,183	44,214	969	969									45,183
1145300	Rose Canyon Bridge Replacements	14,545	77	50	27	27									77
1145400	San Onofre Bridge Replacements	13,641	62	60	2	2									62
1145500	Airport Connection	1,789	1,789	900	889	400	489								1,789
1146100	Del Mar Bluffs IV	3,107	3,107	780	2,327	2,268	59								3,107
1146500	Bridge 257.2 Replacement Project	5,467	4,774	1,019	3,755	1,493	2,262								4,774
1146700	UC San Diego Mid-Coast Improvements	3,030	3,030	2,160	870	870									3,030
1400000	Regional Tolling Back Office System	16,105	16,105	5,069	11,036	11,026	10								16,105
1400302	I-15 Managed Lanes Dynamic Signage	1,470	1,470	1,300	170	170									1,470
1400401	SR 125 Pavement Overlay	7,944	7,944	7,879	65	60	5								7,944
1400402	Roadway Toll Collection System	46,234	38,634	6,495	32,139	22,580	8,474	1,075	5	5					38,634
1400405	SR 125 Ramps Overlay	14,550	14,550	-	14,550	1,900	900	9,600	2,000	130	20				14,550
TOTAL MAJOR CAPITAL PROJECTS		\$ 296,341	\$ 257,535	\$ 180,454	\$ 77,081	\$ 52,014	\$ 12,222	\$ 10,680	\$ 2,010	\$ 135	\$ 20	\$ -	\$ -	\$ -	257,535
MINOR CAPITAL PROJECTS															
1128400	Document Control	\$ 300	\$ 300	\$ 187	\$ 113	\$ 56	\$ 57								\$ 300
1130100	Financial System Upgrades	692	692	496	196	98	98								692
1130101	Financial System Upgrades - Small Business System	547	547	254	293	146	147								547
1130800	Accounts Payable Document Management System	100	100	5	95	47	48								100
1131100	NCTD COASTER Train Wash Overhaul	626	626	621	5	5									626
1131200	NCTD SPRINTER Train Wash Overhaul	386	386	44	342	171	171								386
1131300	NCTD Bus Wash Replacement - West Division	721	721	46	675	335	340								721
1131400	Light Rail Vehicle (LRV) Procurement Support	150	150	45	105	76	29								150
1144800	Regional Arterial Detection Deployment - Phase 1	719	719	175	544	270	274								719
1144900	North Green Beach Bridge Replacement	478	478	477	1	1									478
TOTAL MINOR CAPITAL PROJECTS		\$ 4,719	\$ 4,719	\$ 2,350	\$ 2,369	\$ 1,205	\$ 1,164	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	4,719
TOTAL ACTIVE PROJECTS (TransNet EAP, GOODS MOVEMENT, REGIONAL BIKEWAY, MAJOR CAPITAL, AND MINOR CAPITAL PROJECTS)		\$ 7,722,072	\$ 6,826,062	\$ 4,316,580	\$ 2,509,482	\$ 916,562	\$ 781,982	\$ 418,661	\$ 117,790	\$ 38,302	\$ 23,232	\$ 12,860	\$ 200,093	\$ -	\$ 6,826,062
PROJECTS PENDING CLOSE-OUT															
1200505	I-5/I-8 West to North Connector Improvements	\$ 17,300	\$ 17,300	\$ 17,297	\$ 3	\$ 3									\$ 17,300
1201502	I-15 Express Lanes Middle Segment	466,769	466,769	466,767	2	2									466,769
1201503	I-15 Express Lanes North Segment	185,479	185,479	185,477	2	2									185,479
1201510	SR 78 Nordahl Road Interchange	24,220	24,220	24,218	2	2									24,220
1205203	SR 52 Extension	460,509	460,509	456,144	4,365	5	4,360								460,509
1390501	SR 905: I-805 to Britannia Boulevard	82,513	82,513	82,511	2	2									82,513
TOTAL PROJECTS PENDING CLOSEOUT		\$ 1,236,790	\$ 1,236,790	\$ 1,232,414	\$ 4,376	\$ 16	\$ 4,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1,236,790
TOTAL ALL CAPITAL PROJECTS		\$ 8,958,862	\$ 8,062,852	\$ 5,548,994	\$ 2,513,858	\$ 916,578	\$ 786,342	\$ 418,661	\$ 117,790	\$ 38,302	\$ 23,232	\$ 12,860	\$ 200,093	\$ -	\$ 8,062,852