

# OFFICE OF THE CITY AUDITOR

## Recommendation Monitoring Report February 2021

## Implementation Status of Audit Recommendations Fiscal Years 2016 – 2020



CITY OF  
KANSAS CITY,  
MISSOURI

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## Office of the City Auditor

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February 1, 2021

Honorable Mayor and Members of the City Council:

Section 2-112 of the Code of Ordinances requires the city auditor to monitor implementation of audit recommendations and periodically communicate management's progress towards implementing them to the Mayor and City Council. City Code also requires management to submit progress reports to the city auditor.

Management has not submitted progress reports as required for six audits we issued between fiscal years 2016 and 2020. The recommendations in these audits were directed towards improving city programs, activities, and transparency. The status of recommendations in four audits is unknown as no progress reports have ever been submitted. Updated progress reports on two audits with recommendations reported as "In Progress" are past due. The City Auditor's Office has, in some instances, notified management a number of times that these progress reports were due.

The Audit Report Tracking System (ARTS) is used to track and report on management's progress towards implementing audit recommendations. This process provides the Mayor and City Council with a useful tool to provide oversight to city programs and activities by monitoring management's progress towards implementing audit recommendations and the outcomes achieved. ARTS reports also provide the public with information about management's implementation of audit recommendations.

Between fiscal years 2016 and 2020, the City Auditor's Office issued 215 audit recommendations. Through the ARTS process, management has publicly reported to various City Council committees that they implemented 66 percent of our audit recommendations made between fiscal years 2016 and 2020. The recommendations in these audits have an estimated potential *direct* financial impact of about \$22 million and a potential *indirect* financial impact of about \$425.8 million.

The primary benefits or impacts of our audit work include government accountability and transparency, reduced costs, increased revenues, strengthened controls and safeguards, and improved services. The value of these benefits/impacts can only come about through implementation of audit recommendations. The City Council's oversight of management's progress towards implementing audit recommendations is an important and sometimes critical element to help ensure agreed upon recommended changes and improvements occur.

A handwritten signature in blue ink that reads 'Douglas Jones'.

Douglas Jones, CGAP, CIA, CRMA  
City Auditor

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# Why Monitor Progress Towards Implementing Audit Recommendations?

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## Management Has Not Submitted Required Progress Reports

Management has not submitted progress reports as required by the Code of Ordinances for six audits we issued between fiscal years 2016 and 2020. As of January 13, 2021, the status of recommendations in four audits was unknown because the City Manager’s Office and Police Department have never submitted progress reports. Two audits with recommendations reported as “In Progress” are past due because the City Planning and Development and Water Services departments did not submit their required six-month updated progress reports. The City Auditor’s Office has, in some instances, notified management a number of times that these progress reports were due.

## Potential Benefits/Impacts of Audit Recommendations

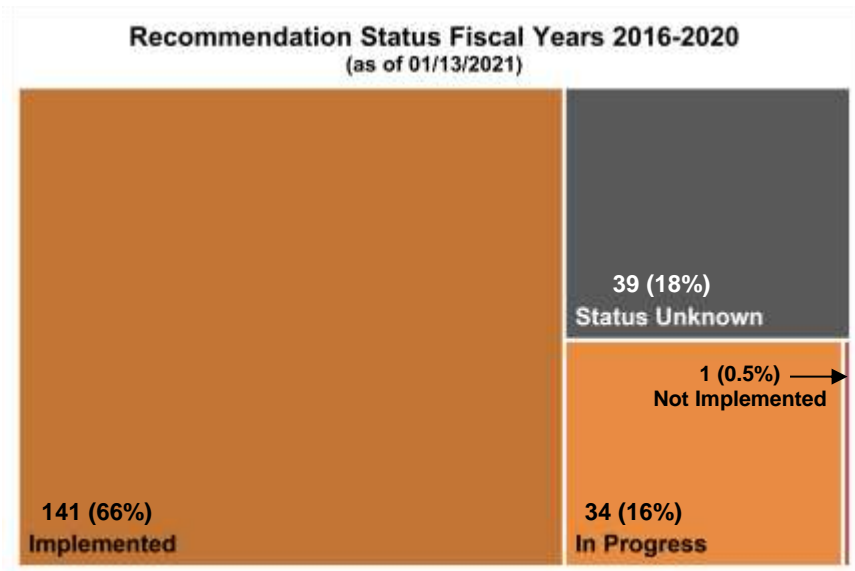
The primary benefits of audit recommendations include government accountability and transparency, reduced costs, increased revenues, strengthened safeguards, and improved services. Between fiscal years 2016 and 2020, the City Auditor’s Office issued 215 recommendations.

The estimated potential *direct* financial impact (increased revenues or decreased costs) of audit recommendations we made between fiscal years 2016 and 2020 was about \$22 million. Our audits also have potential *indirect* financial impact by suggesting ways the city could improve the delivery of services to the public and employees, and ensure appropriate controls are in place to manage or protect about \$425.8 million in public monies or assets.

## Benefits/Impacts Can Only Be Gained by Implementing Audit Recommendations

Auditing alone does not directly produce benefits or impacts for the city. Benefits and impacts only come from implementing audit recommendations, which is dependent upon management agreeing to and ultimately implementing them. As of January 13, 2021, management reported they implemented 66 percent of the audit recommendations we made over the last five fiscal years.

Although management agreement and support are steps towards implementing recommendations. They are not a guarantee that recommendations can or will be implemented. The City Council’s oversight is critical to ensuring that audit recommendations are implemented.



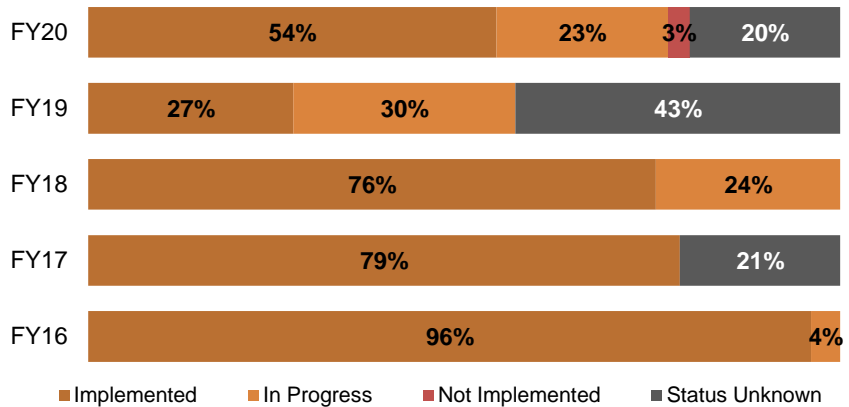
## The Audit Report Tracking System (ARTS) Process Monitors Progress Towards Implementing Audit Recommendations

The Code of Ordinances requires the city auditor to monitor implementation of audit recommendations and periodically communicate management’s progress toward implementing audit recommendations to the Mayor and City Council. The Code of Ordinances also requires all city departments, boards, commissions or other offices of the city audited by the city auditor to submit a progress report to the city auditor every six months on the implementation of audit recommendations.<sup>1</sup> This reporting is accomplished through the Audit Report Tracking System (ARTS).

The ARTS process provides the Mayor and City Council with a useful tool to provide oversight to city programs and activities by monitoring management’s progress towards implementing audit recommendations and the outcomes achieved. ARTS reports also provide the public information about management’s efforts to implement audit recommendations.

The ARTS process begins six months after we release an audit and continues every six months until management has reported all recommendations as implemented or not implemented. Not all recommendations can be implemented immediately. As time passes following the release of the audit, the implementation rate should increase.

**Recommendation Status  
by Fiscal Year of Audit Release  
(as of 01/13/2021)**



City management submits an ARTS report to the city auditor that:

- indicates whether audit recommendations have been implemented, are in progress, or will not be implemented; and
- summarizes the actions they have taken or will take; actual or expected timeframes for implementation; as well as any outcomes achieved.

The City Auditor’s Office reviews ARTS reports for clarity and whether the responses address the audit recommendations. We do not conduct additional audit work to verify management’s responses.

ARTS reports are publicly presented to the City Council committee that heard the original audit. Staff from the City Auditor’s Office briefly summarizes the audit for the committee then management presents their ARTS report outlining their efforts to implement the audit recommendations and outcomes achieved. These presentations give councilmembers an opportunity to learn about management’s efforts and progress towards implementing audit recommendations and ask questions of management.

The tables on the following pages summarize the status of recommendations by fiscal year and audit report as noted in ARTS reports. If an ARTS report has not been submitted, recommendations are noted as “Status Unknown” and the recommendations are listed.

<sup>1</sup> Code of Ordinances, Kansas City, Missouri, Sec. 2-112(d).

### Status of Fiscal Year 2016 Recommendations

In fiscal year 2016, we issued 26 recommendations. The recommendations had \$10,000 in potential *direct* financial impact and about \$42.4 million in *indirect* financial impact. Management agreed with 100 percent of our recommendations.

Through the Audit Report Tracking System (ARTS), management has reported they have implemented 96 percent of the audit recommendations.

Audits Released in Fiscal Year 2016	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
The Accuracy and Validity of 311 Data Could be Improved (Jun 2015)	City Manager	Improve the accuracy and validity of 311 data.	On Hold <sup>2</sup>	5	4	1					
2015 Governance Assessment (Aug 2015)	na	No recommendations. This audit is intended to help the City Council understand and evaluate the reported governance practices of city boards and commissions. The governance checklist is a tool boards/commissions should use to assess their governance practices and a framework the council should use for questioning boards on governance practices.	na	0							
2015 Governance Assessment with Responses from Previously Non-Reporting Organizations (Oct 2015)	na	No recommendations were made in this report.	na	0							
Public Private Partnership: KC Streetcar (Oct 2015)	City Manager	Amend the agreement as necessary to reduce the city's risk of conflicting with grant agreements, make the streetcar budget process more transparent, improve the city's ability to account for its revenues, and improve the city's ability to track the project's performance in accomplishing goals and objectives established in the strategic plan.	Closed	5	5						\$37,100,000
City's Performance Under the HUD MOA (May 1, 2014 to April 30, 2015) (Nov 2015)	Neighborhoods & Housing Services	Improve the city's monitoring of HOME multi-family rental projects and improve the city's administration of the CDBG program.	Closed	2	2						

<sup>2</sup> We are waiting for the new CRM system to be operating before obtaining the next ARTS report to update the status of the last recommendation that is "In Progress". The new system is anticipated to be operating in March 2021.

<b>Audits Released in Fiscal Year 2016</b>	<b>Responsible Department(s)</b>	<b>We made recommendations to:</b>	<b>Status or Next Due Date</b>	<b>Recommendations</b>	<b>Implemented</b>	<b>In Progress</b>	<b>Not Implemented</b>	<b>Status Unknown</b>	<b>Not Yet Due</b>	<b>Direct Financial Impact</b>	<b>Indirect Financial Impact</b>
City Could Strengthen Succession Planning Policy (Dec 2015)	Human Resources	Strengthen the succession planning policy by incorporating additional recommended practices.	Closed	4	4						
Compliance with Street Plate Requirements Could Improve Ride Quality and Safety (Dec 2015)	Public Works	Improve contractor knowledge of street plate requirements and to offer Public Works a broader range of enforcement measures to ensure compliance.	Closed	2	2						
Enterprise Funds: Financial Condition Indicators (Jan 2016)	Finance	Include financial condition ratio analysis and trend data for each of the city's enterprise funds in the Popular Annual Financial Report (PAFR).	Closed	1	1						
Listening to the Workforce - 2016 Employee Ethics Survey (Apr 2016)	na	No recommendations were made in this report. This audit of employee perceptions of the city's ethical environment focuses on the results of an employee ethics survey we conducted in February 2016. We surveyed all 4,410 active city employees and received 2,005 responses.	na	0							
Land Bank's Contract and Deed of Trust Monitoring Processes Should Be Strengthened (Apr 2016)	Land Bank	Improve Land Bank's monitoring practices through the development of policies and procedures for verifying, documenting, tracking, and enforcing requirements in Land Bank deeds of trust; and for reviewing, revising, and monitoring Land Bank mowing contracts.	Closed	7	7					\$10,000	\$5,300,000
<b>Totals</b>				<b>26</b>	<b>25</b>	<b>1</b>				<b>\$10,000</b>	<b>\$42,400,000</b>
<b>Percent</b>					<b>96%</b>	<b>4%</b>					

## Status of Fiscal Year 2017 Recommendations

In fiscal year 2017, we issued 61 recommendations. The recommendations had about \$4.8 million in potential *indirect* financial impact. Management agreed with 91 percent of our recommendations.

Through the Audit Report Tracking System (ARTS), management has reported that 79 percent of the audit recommendations have been implemented. Recommendations noted as "Status Unknown" are listed in the table below.

Audits Released in Fiscal Year 2017	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
Changes to Police Take-Home Program Could Improve Vehicle Resource Management (May 2016)	Police	Improve the efficient use of department vehicle resources, ensure take-home vehicle program costs and usage are analyzed, reduce program costs, and improve the effectiveness of the take-home vehicle program.	Past Due	11				11			\$1,500,000
<p><i>Following is the list of recommendations from the Police take-home vehicles audit noted as "Status Unknown".</i></p> <ol style="list-style-type: none"> <li><i>1. The chief of police should determine and report the cost of the take-home vehicle program to the Board of Police Commissioners annually.</i></li> <li><i>2. The chief of police should develop and present to the Board of Police Commissioners a comprehensive cost analysis of take-home vehicle provision included in future labor contracts.</i></li> <li><i>3. The chief of police should determine annually how frequently each employee assigned a take-home vehicle responds to after-hours emergencies and determine whether the employee's take-home vehicle assignment continues to be warranted.</i></li> <li><i>4. The chief of police should track costs associated with accidents, damages, injuries, and claims related to the off duty use of take-home vehicles and include these costs when annually reporting the program's costs.</i></li> <li><i>5. The chief of police should track documented incidents of the non-monetary benefit of take-home vehicles which would not have occurred had the officer been traveling in a private vehicle and report the benefits to the Board of Police Commissioners annually.</i></li> <li><i>6. The chief of police should rotate take-home vehicles among those sharing rotating call back responsibilities.</i></li> <li><i>7. The chief of police should evaluate the cost and appropriateness of using department vehicles for off-duty employment.</i></li> <li><i>8. The chief of police should evaluate the use of mileage reimbursements and car allowances in lieu of providing a take-home vehicle for some civilian employees.</i></li> <li><i>9. The chief of police should reassign higher mileage vehicles to standby employees and lower mileage vehicles to positions that require substantial driving or specialized equipment.</i></li> <li><i>10. The chief of police should mark and use Police Department license plates on take-home vehicles driven by sworn officers.</i></li> <li><i>11. The chief of police should evaluate prohibiting transporting non-employees in the take-home vehicles for non-business reasons.</i></li> </ol>											

Audits Released in Fiscal Year 2017	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
Contract Accessibility Could be Improved (Jul 2016)	City Manager	Improve the city's ability to meet the changing needs of the city's organizational structure and improve contract accessibility and transparency.	Past Due <sup>3</sup>	2				2			
<p><i>Following is the list of recommendations from the contract accessibility audit noted as "Status Unknown".</i></p> <ol style="list-style-type: none"> <li><i>The city manager should draft for council consideration an ordinance repealing Sec. 3-65 of the Code of Ordinances and requiring copies of all executed contracts, including non-monetary contracts, to be centralized in a location to be determined by the city manager.</i></li> <li><i>The city manager should require executed contracts be in an electronic centralized repository.</i></li> </ol>											
Recommended Practices Would Strengthen Hotline Operations (Aug 2016)	City Manager	Strengthen the city's hotline program by incorporating more recommended practices to improve communications with hotline callers, demonstrate management's commitment and support of the city's ethical environment, promote consistency and continuity in hotline operations, and increase the quality and timeliness of hotline investigations.	Closed	8	8						
Fire Department: Safeguarding Controlled Substances (Oct 2016)	Fire	Improve the physical security of drugs, improve the ability to detect inventory errors and loss, and establish and document appropriate employee roles and responsibilities.	Closed	7	7						\$11,828
Mobile Device Security Risks (Nov 2016)	General Services	Ensure city data accessed by, and stored on mobile devices is more protected, mobile device security requirements are followed; and mobile device users understand the importance of mobile device security requirements and how to implement them.	Closed	7	7						\$943,270
Bike KC Inadequate to Achieve City Goals (Dec 2016)	City Manager	Improve Bike KC's guidance to staff to better meet city biking goals and improve public input.	Closed	2	2						\$1,600,000
EEO Complaint Investigation Efficiency Can Be Improved Through Better Documentation and Data (Apr 2017)	Human Resources	Improve the EEO Office's investigation documentation, records, and communications, and the accuracy, completeness and use of EEO data to improve the overall efficiency and management of the investigation process.	Closed	10	10						

<sup>3</sup> In December 2018 we received a draft ARTS report with responses that did not address the audit recommendations. We did not communicate our concerns to management at that time. Unfortunately, this report slipped past our review process. We will contact management to get this ARTS report back on track.



<b>Audits Released in Fiscal Year 2017</b>	<b>Responsible Department(s)</b>	<b>We made recommendations to:</b>	<b>Status or Next Due Date</b>	<b>Recommendations</b>	<b>Implemented</b>	<b>In Progress</b>	<b>Not Implemented</b>	<b>Status Unknown</b>	<b>Not Yet Due</b>	<b>Direct Financial Impact</b>	<b>Indirect Financial Impact</b>
Communicable Disease Prevention and Public Health Preparedness Division Performance Measures (Apr 2017)	Health	Improve the relevance of one measure by expanding its target population, understandability by clarifying measure titles and providing additional detail in accompanying descriptions, reliability by ensuring timely data entry, implementing a systematic review process, and documenting calculation methods.	Closed	4	4						
Independence Avenue Community Improvement District Should Improve Accountability and Transparency (Apr 2017)	Independence Avenue CID Board	Improve accountability by hiring qualified professionals to provide audit services and help the IACID establish an effective internal controls system and improve transparency by maintaining thorough and accurate minutes and records; following statutory, petition, bylaw, and resolution requirements; establishing a regular meeting schedule; and expanding and improving the accuracy of information on the IACID website.	Closed	10	10						\$730,000
<b>Totals</b>				<b>61</b>	<b>48</b>			<b>13</b>		<b>\$0</b>	<b>\$4,785,097</b>
<b>Percent</b>					<b>79%</b>			<b>21%</b>			

## Status of Fiscal Year 2018 Recommendations

In fiscal year 2018, we issued 49 recommendations. The recommendations had nearly \$17 million in potential *direct* financial impact and about \$184.5 million in *indirect* financial impact. Management agreed with 99 percent of our recommendations.

Through the Audit Report Tracking System (ARTS), management has reported that 76 percent of the audit recommendations have been implemented.

Audits Released in Fiscal Year 2018	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
Animal Health and Public Safety: Community Vision and Improved Management Oversight Needed (Aug 2017)	Neighborhoods & Housing Services	Ensure animal welfare and public safety by improving the working relationship between AHPS and KCPP, establishing a shared vision of animal care and control based on a consensus of city stakeholders, implementing policies and practices to consistently remediate animal code violations and document cases, analyzing performance data to provide accountability and assist in managing resources, and providing consistent and ongoing training.	Program Change <sup>4</sup>	17	15	2					
General Services' Payment Process Should Better Protect Public Resources (Oct 2017)	General Services	Better protect city resources. Strengthen the payment review and approval process, and improve the timeliness of payments.	Closed	14	14					\$815,000	\$184,488,679
Arterial Street Impact Fee Ordinance Should Be Amended to Correct Structural Imbalance (Dec 2017)	Mayor, City Planning	Modify the Code of Ordinances to make the arterial street impact fee program sustainable.	Closed	2	2					\$16,173,374	
Comparative Study of Fire Department Use of Resources (Feb 2018)	Fire	We did not draw conclusions or make recommendations in the report. Our purpose was to provide context to the discussion about matching fire suppression and EMS services to available resources while maintaining public safety.	na	0							

<sup>4</sup> The city outsourced animal control activities and the transition from city staff to KC Pet Project became effective on December 1, 2020. We need input from the City Council regarding the possible disposition of the two recommendations noted as "In Progress".

<b>Audits Released in Fiscal Year 2018</b>	<b>Responsible Department(s)</b>	<b>We made recommendations to:</b>	<b>Status or Next Due Date</b>	<b>Recommendations</b>	<b>Implemented</b>	<b>In Progress</b>	<b>Not Implemented</b>	<b>Status Unknown</b>	<b>Not Yet Due</b>	<b>Direct Financial Impact</b>	<b>Indirect Financial Impact</b>
Timeliness of Land Development Plan Reviews Could Be Improved (Apr 2018)	City Planning, Water Services	Improve the timeliness of land development plan reviews by communicating recurring issues with submitted plans to developers and their design engineers; immediately returning deficient plans to design engineers; reducing reviewers' time performing clerical tasks; and updating stormwater line GIS information.	Past Due	5		5					
Preserve and Restore Park Ecology with Sustainable Maintenance Approach (Apr 2018)	Parks & Recreation	Strengthen the department's sustainable maintenance of parkland natural resources by reducing mowing, planting native species, and systematically planting and maintaining trees; reducing or eliminating the use of inputs like water, fertilizers, and pesticides for parkland maintenance; incorporating sustainability into measurable goals, policies, plans, and manuals; utilizing existing plans, data and resources to develop an environmental resource plan for parkland; and providing staff training on sustainable maintenance practices.	Past Due <sup>5</sup>	11	6	5					
<b>Totals</b>				<b>49</b>	<b>37</b>	<b>12</b>				<b>\$16,988,374</b>	<b>\$184,488,679</b>
<b>Percent</b>					<b>76%</b>	<b>24%</b>					

<sup>5</sup> We did not send management a request for this ARTS report that was due in late November/early December. We requested this ARTS report on 01/26/2021.

**Status of Fiscal Year 2019 Recommendations**

In fiscal year 2019, we issued 44 recommendations. The recommendations had nearly \$5 million in potential direct financial impact and about \$182.9 million in indirect financial impact. Management agreed with 97 percent of our recommendations.

Through the Audit Report Tracking System (ARTS), management has reported that 27 percent of the audit recommendations have been implemented. Recommendations noted as "Status Unknown" are listed in the table below.

Audits Released in Fiscal Year 2019	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
Control Gaps Leave Water's Storeroom Inventory Vulnerable to Errors, Loss, and Theft (Aug 2018)	Water	Improve Water Services' methods of recording inventory transactions and adjustments, conducting physical inventories, and strengthening IT and physical security.	Past Due	10	5	5					\$7,900,000
City Should Incorporate Previously Recommended Contract Selection Practices into Written Procedures (Sep 2018)	City Manager	Fully incorporate the remaining contract selection audit recommendations into the city's written procedures. Implementing the recommended practices should help ensure public trust; detect deviations from fair and equal treatment; encourage a wide pool of responsive bidders/proposers that are confident they will be treated fairly; ensure that selection committee members are knowledgeable and consistent in their evaluation; ensure documentation properly supports contracting decisions; and ensure contract negotiators are knowledgeable of the city's needs, well-organized, and empowered to secure the best deal for the city.	Past Due	19				19			
<p><i>Following is the list of recommendations from the contract selection procedures audit noted as "Status Unknown".</i></p> <ol style="list-style-type: none"> <li><i>1. The city manager should incorporate into the city's written procedures that selection committee members from outside city government maintain the confidentiality of information obtained or developed in connection with the selection process.</i></li> <li><i>2. The city manager should incorporate into the city's written procedures that selection committee members from outside city government discharge their duties impartially and free from impairments.</i></li> <li><i>3. The city manager should incorporate into the city's written procedures that city staff and those outside city government who are participating in city contracting activities avoid the appearance of favoritism.</i></li> <li><i>4. The city manager should incorporate into the city's written procedures language to regulate contacts between proposers and city staff.</i></li> </ol>											

Audits Released in Fiscal Year 2019	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due		Direct Financial Impact	Indirect Financial Impact
		<p>5. The city manager should incorporate into the city's written procedures instruction for city staff on appropriate interactions with city council members during the contract selection process.</p> <p>6. The city manager should incorporate into the solicitation templates for concession and term-supply contracts or add a procedure applicable to all contract types to the city procurement manual that solicitations include the nature of the procurement and directions on how to proceed, including how to obtain supplemental information.</p> <p>7. The city manager should incorporate into the solicitation templates for all contract types or add a procedure applicable to all contract types to the city procurement manual that solicitations not impose unnecessary limitations, terms, or restrictions that do not pertain to the city's needs.</p> <p>8. The city manager should incorporate into the city's written procedures that city staff notify proposers and bidders of changes made to the selection process once the proposals/bids are turned in.</p> <p>9. The city manager should incorporate into the city's written procedures that evaluation criteria and weights be disclosed to proposers and proposers be given the opportunity to modify their proposals if criteria are modified.</p> <p>10. The city manager should incorporate into the city's written procedures that adequate time be allowed for bidders and proposers to prepare a well-researched bid or proposal.</p> <p>11. The city manager should incorporate the construction manager/general contractor at risk method into the city's written procedures including instructions, templates, and checklists in Contract Central.</p> <p>12. The city manager should incorporate into the city's written procedures that the manager of procurement services or the project manager appoint the selection committee members for concession solicitations.</p> <p>13. The city manager should incorporate into the city's written procedures that the city appoint selection committee members with knowledge and experience in the service area and members with finance and budget responsibilities.</p> <p>14. The city manager should incorporate into the city's written procedures that selection committee members be trained in their roles and responsibilities including: a review of the solicitation; the rules governing the evaluation process; an explanation of the scoring procedures; and how to complete the evaluation forms.</p> <p>15. The city manager should incorporate into the city's written procedures that all voting members of selection committees attend all evaluation meetings and oral presentations.</p> <p>16. The city manager should incorporate into the city's written procedures that selection evaluation forms be retained in documentation of contract awards.</p> <p>17. The city manager should incorporate into the city's written procedures that a principal negotiator supported by other team members conduct negotiations.</p> <p>18. The city manager should incorporate into the city's written procedures that negotiations be scheduled to allow for unhurried and orderly progress.</p> <p>19. The city manager should incorporate into the city's written procedures that the competition be used to remind the proposer of the emphasis the city places on cost during negotiations.</p>									
Addressing IT Network Vulnerabilities ( <b>CLOSED RECORD</b> ) (Nov 2018)	General Services, City Manager	Because this report is a closed record under RSMo Section 610.021(21), we cannot provide any details about our findings or recommendations.	Closed	3	3					\$5,000,000	

<b>Audits Released in Fiscal Year 2019</b>	<b>Responsible Department(s)</b>	<b>We made recommendations to:</b>	<b>Status or Next Due Date</b>	<b>Recommendations</b>	<b>Implemented</b>	<b>In Progress</b>	<b>Not Implemented</b>	<b>Status Unknown</b>	<b>Not Yet Due</b>	<b>Direct Financial Impact</b>	<b>Indirect Financial Impact</b>
Parking Garage Investment Needs Planning, Coordination with Transportation Goals (Mar 2019)	City Manager	Incorporate city transportation policies and goals into parking garage development decisions; consolidate responsibility for parking management; and improve maintenance planning and budgeting for the parking garages the city owns or for which the city has long-term obligations.	7/12/21	8		8					\$175,000,000
GOkc Sidewalk Repair Program Could Be Improved (Apr 2019)	Public Works	Improve the integrity, safety, and appearance of sidewalks, driveways, and ADA accessible curb ramps; and to improve the effectiveness of the inspection process and the sidewalk repair program.	Closed	4	4						
<b>Totals</b>				<b>44</b>	<b>12</b>	<b>13</b>		<b>19</b>		<b>\$5,000,000</b>	<b>\$182,900,000</b>
<b>Percent</b>					<b>27%</b>	<b>30%</b>		<b>43%</b>			

## Status of Fiscal Year 2020 Recommendations

In fiscal year 2020, we issued 35 recommendations. The recommendations had about \$11.2 million in *indirect* financial impact. Management agreed with 91 percent of our recommendations.

Through the Audit Report Tracking System (ARTS), management has reported that 54 percent of the audit recommendations have been implemented. Recommendations noted as "Status Unknown" are listed in the table below.

Audits Released in Fiscal Year 2020	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations	Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact
Improvements in Water Meter Testing Needed (May 2019)	Water Services	Improve water meter testing processes and to develop a water meter replacement strategy based on ongoing testing of the department's own meters.	Past Due <sup>6</sup>	7	6	1					
2019 Governance Assessment (Aug 2019)	na	No recommendations. This audit is intended to help the City Council understand and evaluate the reported governance practices of city boards and commissions. The governance checklist is a tool boards/commissions should use to assess their governance practices and a framework the council should use for questioning boards on governance practices.	na	0							
Retroactive Pay Adjustments: Employees Deserve Timely Pay Increases (Aug 2019)	Human Resources, Finance	Ensure city employees receive timely merit increases; provide training and written guidance for retroactive pay adjustments; and investigate updating the city's payroll module to calculate retroactive pay increases automatically.	4/12/21	4	3	1					
Guidance Needed to Manage City's Use of Drones (Oct 2019)	City Manager	Develop citywide guidance for departments on the operation of drones and determining the need and methods for acquiring drone services.	Past Due	2				2			
<p><i>Following is the list of recommendations from the drone audit noted as "Status Unknown".</i></p> <ol style="list-style-type: none"> <li><i>The city manager should develop citywide guidance for departments on the operation of drones.</i></li> <li><i>The city manager should develop citywide guidance for departments on how to evaluate whether to purchase a drone for a single department's use, or to contract with another department, the Kansas City Missouri Police Department, or an outside vendor for drone services.</i></li> </ol>											

<sup>6</sup> We did not send management a request for this ARTS report that was due in late November/early December. We requested this ARTS report on 01/26/2021.

Audits Released in Fiscal Year 2020	Responsible Department(s)	We made recommendations to:	Status or Next Due Date	Recommendations Implemented	In Progress	Not Implemented	Status Unknown	Not Yet Due	Direct Financial Impact	Indirect Financial Impact	
Visit KC Can Improve Reporting to City and Address Conflict of Interest Issues (Nov 2019)	Convention & Entertainment Facilities, Visit KC, Visit KC Board	Improve Visit KC's accountability to the city; improve the usefulness and clarity of the performance measures Visit KC reports to the city; segregate city funds and performance data from other sources in its reporting to the city; and for Visit KC to adopt policies and processes to address conflict of interest and contracting issues.	4/12/21	13	9	3	1			\$11,247,672	
City Should Educate Employees to Make Informed Retirement Decisions (Feb 2020)	Human Resources	Provide employees with comprehensive and continuous retirement education and to establish a single location for electronic retirement information and ensure the information is complete and accurate.	4/12/21	2	1	1					
Law Department Database Improvements Can Assist Risk Management Program (Apr 2020)	Law	Develop (in collaboration between the city attorney, Information Technology Division, and risk manager) a new, single database built for both case management and risk management data analysis and reporting.	On Hold <sup>7</sup>	2		2					
Incorporating More Recommended Practices Will Strengthen City's Emergency Management Program (Apr 2020)	City Manager	Improve the city's emergency management strategic planning, procedures, training, and oversight.	Past Due <sup>8</sup>	5			5				
<p><i>Following is the list of recommendations from the emergency management audit noted as "Status Unknown".</i></p> <ol style="list-style-type: none"> <li><i>The city manager should establish a committee of emergency management stakeholders to develop the city's emergency management multi-year strategic plan that includes a vision, goals, a method for implementing the goals, and a method and schedule for evaluating and revising the plan.</i></li> <li><i>The city manager should direct the city's emergency manager to develop a method and schedule for evaluating and revising emergency administrative and fiscal procedures.</i></li> <li><i>The city manager should establish procedures for maintaining National Incident Management System (NIMS) training records and ensure emergency responders receive required NIMS training as well as refresher training every five years.</i></li> <li><i>The city manager should direct the emergency manager to implement a tracking system to monitor the resolution of all city department corrective actions identified during emergency management exercises and periodically report their status to the city manager.</i></li> <li><i>The city manager should direct the emergency manager to establish an emergency management advisory committee of internal and external stakeholders and ensure that the committee meets regularly.</i></li> </ol>											
				<b>Totals</b>	<b>35</b>	<b>19</b>	<b>8</b>	<b>1</b>	<b>7</b>	<b>\$0</b>	<b>\$11,247,672</b>
				<b>Percent</b>		<b>54%</b>	<b>23%</b>	<b>3%</b>	<b>20%</b>		

<sup>7</sup> We are waiting for the city to hire a risk manager and management collecting more information about a database before scheduling the next ARTS report for this audit.

<sup>8</sup> Management submitted this ARTS report on 01/26/2021. We are reviewing it for clarity and responsiveness to the recommendations.