



# External Quality Control Review

of the  
**City of Kansas City, Missouri**  
**Office of the City Auditor**

Conducted in accordance with guidelines of the  
**Association of Local Government  
Auditors**  
for the period September 1, 2018 – August 31, 2021



## Association of Local Government Auditors

March 3, 2022

Douglas Jones, City Auditor  
Office of the City Auditor  
City of Kansas City  
414 East 12<sup>th</sup> Street  
Kansas City, MO 64106

Dear Mr. Jones,

We have completed a peer review of the Office of the City Auditor, City of Kansas City, Missouri, for the period September 1, 2018, through August 31, 2021. In accordance with generally accepted government auditing standards peer review requirements, we followed the standards and guidelines contained in the *Peer Review Guide* published by the Association of Local Government Auditors (ALGA).

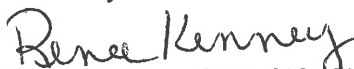
We reviewed the internal quality control system of your audit organization and conducted tests to determine whether your internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* issued by the Comptroller General of the United States and applicable legal and regulatory requirements. Our procedures included:


- Reviewing the audit organization's written policies and procedures.
- Reviewing internal monitoring procedures.
- Reviewing a sample of audit engagements and working papers.
- Reviewing documents related to independence, training, and development of auditing staff.
- Interviewing auditing staff and management to assess their understanding of, and compliance with, relevant quality control policies and procedures.

Due to variances in individual performance and judgment, compliance does not imply adherence to standards in every case but does imply adherence in most situations. Organizations can receive a rating of pass, pass with deficiencies, or fail. The Office of the City Auditor, City of Kansas City has received a rating of pass.

Further, based on the results of our review, it is our opinion that the Office of the City Auditor, City of Kansas City internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* and applicable legal and regulatory requirements for audits during the period of September 1, 2018, through August 31, 2021.

We have prepared a separate letter offering suggestions to further strengthen your internal quality control system.

  
Renee Kenney, CPA, CIG, CIA, CISA  
Inspector General  
Maryland-National Capital Park  
and Planning Commission

  
Achu Nyindem, CIA, CRMA  
Internal Auditor II  
Mecklenburg County Government, NC



## Association of Local Government Auditors

March 3, 2022

Douglas Jones, City Auditor  
Office of the City Auditor  
City of Kansas City  
414 East 12<sup>th</sup> Street  
Kansas City, MO 64106

Dear Mr. Jones,

We have completed a peer review of the Office of the City Auditor, City of Kansas City, Missouri (Office), for the period September 1, 2018, through August 31, 2021, and issued our report thereon dated March 3, 2022. We are issuing this companion letter to offer certain observations and suggestions stemming from our peer review.

We would like to mention some of the areas in which we believe your office excels:

- **Workpaper Documentation.** The Office consistently ensures workpapers facilitate the planning, performance, and supervision of performance audits. This includes obtaining sufficient information to support findings and recommendations. To accomplish this, the Office utilizes several monitoring and quality control tools. Examples include:
  - Each audit contains a Quality Control Guide (QCG). The purpose of the QCG is to ensure compliance with government auditing standards and Office policies and procedures. The QCG requires the Audit Manager to certify the sufficiency and appropriateness of the evidence.
  - Audit report referencing (i.e., indexing the draft report to the support workpapers) is comprehensive. Office policies and procedures require referencing of statements, conclusions, recommendations, and summaries.

We offer the following observations and suggestions to enhance your organization's demonstrated adherence to *Government Auditing Standards*:

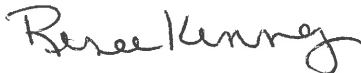
- **Standard 5.44** requires the audit organization to analyze and summarize the results of its monitoring process at least annually, with identification of any systemic or repetitive issues needing improvement, along with recommendations for corrective action.
- **Standard 5.45** requires the audit organization to evaluate the effects of the deficiencies noted during the monitoring of the audit organization's system of quality control to determine and implement appropriate actions to address the deficiencies.

The required analysis and evaluation were completed for Fiscal Year 2019, but due to staffing reductions, it was not completed for Fiscal Years 2020 and 2021. Approximately 68% (13 out of 19) of performance audits completed during the peer review period were not subject to the required analysis and evaluation.

The standards referenced above strengthen an audit office's overall quality control program. However, the lack of an annual review is not indicative of deficiencies in individual audits within the Office.

Filling the vacant Audit Manager position would assist the Office in conducting the required annual analysis and evaluation to fully comply with this requirement.

We extend our thanks to you, your staff, and the other officials we met for the hospitality and cooperation extended to us during our review.



Renee Kenney, CPA, CIG, CIA, CISA  
Inspector General  
Maryland-National Capital Park  
and Planning Commission



Achu Nyindem, CIA, CRMA  
Internal Auditor II  
Mecklenburg County Government, NC

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HEART OF THE NATION



KANSAS CITY  
MISSOURI

## Office of the City Auditor

21<sup>st</sup> Floor, City Hall  
414 East 12<sup>th</sup> Street  
Kansas City, Missouri 64106

(816) 513-3300  
Fax: (816) 513-3305

March 3, 2022

Renee Kenney, CPA, CIG, CISA, CIA  
Inspector General  
Maryland-National Capital Park and Planning Commission

Achu Nyindem, CIA, CRMA  
Internal Auditor II  
Mecklenburg County Government, NC

Dear Ms. Kenney and Mr. Nyindem:

Thank you for conducting the required external quality control review of the City of Kansas City, Missouri, City Auditor's Office.

I am pleased the review team concluded that the City Auditor's Office complies with *Government Auditing Standards*. We have devoted a great deal of effort to developing and implementing an internal quality control system to help us achieve this goal. I appreciate your positive comments on the review team's overall impression of the office; how well our documentation facilitates planning, supervision, and the collection of sufficient evidence for our audits; and the monitoring and quality control tools we use to accomplish this.

I agree with the review team's observations regarding the annual quality monitoring reviews we did not complete. We will redesign our annual quality monitoring process to take into account our other rigorous quality control processes and staffing, and update our policies and procedures.

We appreciate you taking the time away from your other responsibilities to conduct our peer review and the thoroughness and professionalism with which you conducted the review. We would also like to thank Trevor Williams' efforts in coordinating our peer review and putting together such a good team.

Sincerely,

A handwritten signature in blue ink that reads "Douglas Jones". The signature is written in a cursive, flowing style.

Douglas Jones, CGAP, CIA, CRMA  
City Auditor

cc: Trevor Williams, Chief Audit Executive, Florida International University