Memorandum to the Honorable Mayor and Members of the City Council

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Date: March 5, 2026
From: Marc L. Shaw, Interim City Auditor
Subject: FY 2027 Audit Report Plan

Honorable Mayor and Members of the City Council:

Below is the City Auditor's Office Annual Audit Plan, which describes the audits scheduled for completion in Fiscal Year 2027. You will note four categories of audits in the tables below: 1) *Audits in Progress,* 2) *New Audit Initiation*, 3) *Tentative Audits*, and 4) *Operational-Review-Cycle Audits*. Approximately six months after each report is published, we also will update the Mayor and Council on the extent to which audited entities have implemented our recommendations.

We prioritized the audits below because they pertain to the health and/or safety of Kansas City residents; relate to issues of equity or integrity; have been identified as priorities by the Council and/or the public; or we believe they may result in organizational or financial efficiencies. Our Annual Audit Report Plan incorporates sufficient flexibility to allow us to add/remove and/or revise the scope of these audits, as appropriate, to respond to urgent/emergent concerns or unanticipated events.

With an approximate budget of $2.5 billion, 20 departments, and approximately 7,500 employees, the programs and services our dynamic, vibrant city provides continue to grow. The City Auditor's Office plays a critical role in local government: We *independently* assess and report on City operations and service delivery to identify issues that will lead to the City's long-term success.

Sincerely,

Marc L. Shaw

Interim City Auditor

Audit Reports in Progress: Audits we previously initiated. Generally, we endeavor to complete audits within 120 days of initiation.

Topic	Department/ Entity	Primary Objective
Access to and Use of Parks Facilities	Parks & Recreation	To evaluate whether Parks' policies governing the public's access to and use of the City's recreation facilities is consistent with its mandate
Efforts to Mitigate Internal Complaints	KC Water	To evaluate the extent to which KC Water adheres to Human Resources' practices, policies, and procedures
Tax Increment Financing (TIF) Deliverables	TIF Commission, K.C. Economic Development Corporation	To evaluate whether tax abatement projects achieved their projected impact(s)/promised outcomes

New Audit Initiation: Audits we intend to initiate in FY 2027.

Topic	Department/ Entity	Primary Objective
Women in the Workplace (Special Report)	KCMO	*Required Report:* Section 38-44 of City Code requires the city auditor to annually submit to the City Council and Human Rights Commission a report on practices related to women in the workplace based on information provided by City departments. (Committee Substitute for Ordinance 241047, passed 12/12/2024.)
Wage Disparity	KCMO	*Required Report*: City Ordinance 250856 directs the City Auditor to complete a comprehensive wage disparity study evaluating compensation across all City departments, classifications, and employee demographics to identify and analyze any pay discrepancies within the City government
Linwood Shopping Center	City Planning and Development	To evaluate whether the City's lease agreements are properly executed and administered in compliance with applicable requirements; and to assess whether Community Improvement Districts use public funds in accordance with statutory and governing provisions
Healthy Homes Rental Inspection Program	Health	To evaluate whether Healthy Homes is effectively enforcing City Code and operating in a manner consistent with current policy
Housing of City Employees	Parks & Recreation	To evaluate whether and to what extent City staff occupy Parks'-managed dwelling units

Efforts to Mitigate Internal Complaints	KCFD	To determine the extent to which KCFD adheres to Human Resources' practices, policies, and procedures
Allocation of Budget and Expenditures	KCPD	To evaluate budget allocation and transfers between accounts

Tentative Audits: Audits we intend to open pending resource availability.

Topic	TBD	Objective (Question to Answer)
Public Accessibility to Sidewalks, Bike Lanes, & Bus Stops during Construction Projects	Various	To evaluate whether contractors are obtaining permits in a timely manner, the extent to which the City grants exceptions, and whether City Code is being followed during these processes
Response Times	KCPD	To evaluate KCPD's average response times to venues, including how calls are triaged and which areas/types of calls get the fastest responses
Street Resurfacing	Public Works	To evaluate the City's plan for how it assesses pavement conditions, maintains, and repairs the City's roadways
City-Owned Spaces	General Services	To evaluate how the City allocates its real estate assets and spaces, including the terms of lease agreements it enters into with private entities
Safety and Training	KC Fire	To evaluate whether KCFD's training and safety practices are consistent with relevant standards
Organizational Structure, Staffing, and Workload	KCPD	To evaluate whether the KCPD's organizational structure is appropriately staffed at all levels and in a manner consistent with relevant standards
The Unhoused Population	Housing and Community Development	To evaluate the City's internal department structure related to homelessness response, including assessing coordination of activities and benchmarking with other jurisdictions

Operational-Review-Cycle Audits: General audits of various City departments we intend to conduct this fiscal year. We will conduct a general review of all Departments once every four years to determine:

(1) The Auditee's effectiveness in fulfilling its key objectives and purposes
(2) Whether the Auditee's adopted policies and procedures align with and ensure fulfillment of Charter/Code mandate
(3) The extent to which the Auditee has provided appropriate public access and operational transparency
(4) The extent to which the Auditee has appropriately exercised regulatory authority and timely resolved complaints within its jurisdiction

City Department	Last General Review Completed
Aviation	N/A
Convention and Entertainment Facilities	N/A
General Services	N/A
Neighborhoods	N/A

Audit Reports Follow-Up: Approximately six months following publication of our audits, we will follow up with the auditee to determine whether City Auditor's Office recommendations were implemented. Based on this information, we will produce a report for the Mayor and Council.

Topic	Department/ Entity	Audit Publication Date
City Communications Audit	Communications	August 14, 2025