



*Presentation to the Audit Committee of the City Council
June 5, 2023*

ANNUAL AUDIT PLAN FOR FISCAL YEAR 2024

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Director of Internal Audit*

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

June 5, 2023

Honorable Members of the Audit Committee of the City Council:

In accordance with City Ordinance 67-14, attached is the Annual Audit Plan proposed for Fiscal Year 2024 for your review and acceptance.

The Annual Audit Plan was developed by considering the required audits mandated by the City Ordinance, Massachusetts General Laws, and the results of the Fiscal Year 2024 Citywide Risk Assessment. We designed the Annual Audit Plan to address what we considered to be risk areas, while limiting the scope of work to what we can realistically accomplish with the staff resources available.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Yong Ju No'. The signature is written in a cursive, flowing style with a long horizontal stroke extending to the right.



Mission Statement

The mission of the Office of Internal Audit is to promote accountability and integrity in City government by providing independent and objective reviews and assessments of the City's departments, programs, and services to improve the efficiency of procedures and effectiveness of operations; and to prevent and detect waste, fraud, and abuse.

Powers and Duties

City Ordinance 67-14 among other things grants the Director of Internal Audit the following powers and duties:

The Director of Internal Audit shall examine or cause to be examined the financial and other records of the city and its departments including the city retirement system and any other audits or reviews as determined necessary by the Director of Internal Audit. The Director shall conduct or cause to be conducted both financial and performance audits to prevent and detect waste, fraud and abuse and to improve the efficiency, effectiveness and quality of public services provided in and by the City. Department heads are encouraged to use the resources of the Director of Internal Audit.

The Director of Internal Audit shall maintain a fraud hotline for the City of Springfield. This hotline should be made available to the public and to city employees to enable them to report fraud, waste, and abuse.

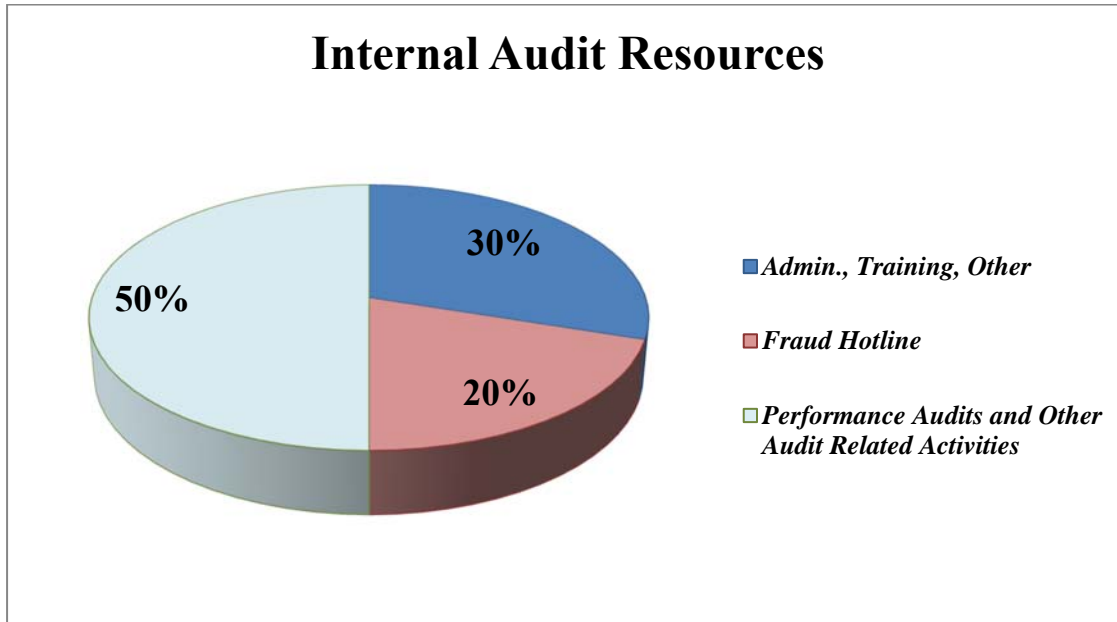
No employee, officer, board, commission, agency or other unit of the city government, including the school department, shall interfere with any audit or review conducted by the Director of Internal Audit or his/her staff.



Audit Resources

Yong Ju No, CPA, CFE, Director
Cecelia R. Goulet, CPA, CIA, CGA, Manager
Erika Wallace, Auditor

There are 5,270 staffing hours available for Fiscal Year 2024, of this amount 2,630 hours (50%) are planned for performance audits and other audit related activities; 1,050 hours (20%) are planned for the maintenance of the fraud hotline; and 1,590 hours (30%) are planned for administrative, training and other duties.



City Wide Risk Assessment Summary

Risk assessment is the process we used to identify and prioritize the City’s internal control practices and significant areas of operating risk. This process provides a tool for creating a roadmap ultimately used in developing the Annual Audit Plan for Fiscal Year 2024. We designed the annual audit plan to address what we considered to be the highest priority areas while limiting the scope of work to what we can realistically accomplish with the staff resources available.

City Wide Risk Assessment Model

In developing a risk assessment model, we first had to define the audit universe. The audit universe is a listing of all the City’s significant auditable units. To accomplish this, we used the City’s Fiscal Year 2023 Adopted Budget. The next step in creating the risk assessment model was to identify the major risks factors associated with of the City’s auditable units. We then we assigned weights to each risk factor based on relative importance. These measurable risk factors and assigned weights included the following:



Risk Factors	Weight
Financial Exposure	25%
Internal Control System	20%
Liquidity – Cash Nature of Activities	18%
Complexity of Operations	12%
Regulatory Compliance	10%
Last Time Audited	8%
Public Impact	7%
Total	100%

We continued our prioritization process by assigning a value to all of the above risk factors for each of the auditable units. Based on the results from interviews with City management, knowledge of past problematic areas, and reviews of the Comprehensive Annual Financial Statements and other sources of information, we assigned a point value of zero to five (0-5) with zero representing the lowest level of risk and five the highest for each risk factor evaluated. We then added the weighted factors together to obtain the representative risk score for each auditable entity, tabulated, and ranked the results from highest to lowest risk scores.

These rankings were taken into consideration when developing the Annual Audit Plan for the Fiscal Year 2024. We must emphasize that we must also give consideration to any unique situations that may arise as well as certain circumstances which might supersede our previously identified and scheduled top priority items.



Annual Audit Plan for Fiscal Year 2024

Auditable Unit	Project/Audit Name	Objective(s)	Hours
Required/Ongoing Projects			
School Department	Student Activity Funds Agreed Upon Procedures	Comply with Massachusetts General Laws. The Office of Internal Audit (OIA) performs the agreed upon procedures (AUP) for two years and the external auditors performs the AUP for the third year. Fiscal Year 2024 represent the year in which the OIA will perform the AUP for the school year ended June 30, 2023.	180
Treasurer	City’s Investment Quarterly Review	Comply with City Ordinance 42-35. Determine whether the City’s investments are compliance with Massachusetts General Laws.	120
Citywide and School Department	Annual External Financial Audit	The City’s Ordinance requires the Office of Internal Audit to contract with an independent certified public accounting firm to conduct the annual external audit of City’s financial statements. The firm also conducts the federally required Single Audit.	20
Total Hours for Required/Ongoing Projects			320
Follow Up Reviews			
Benefits Department, Department of Public Works, and the Springfield School Department	Follow Up Reviews – Performance audits of the City Health Insurance and Fleet Management and reviews of Athletic Funds and Big Y Gift Cards at Springfield Public Schools.	Review, monitor, and test the implementation status of prior audit recommendations.	220



Auditable Unit	Project/Audit Name	Objective(s)	Hours
Follow Up Reviews (continued)			
Finance and Administration	Information Technology <i>(Subject to funding. Work is performed by an independent consultant.)</i>	Carryover from FY23 Audit Plan. Reassess the City’s vulnerability to cybersecurity and information theft. This assessment will build on the results of the FY2020 cybersecurity review by examining additional areas of potential vulnerability.	40
Total Hours for Follow up Reviews			260
Performance Audits			
School Department	Review of the Transportation Services Contract	Carryover from FY23 Audit Plan. Assess the School department’s effectiveness in monitoring school bus service contract.	330
Office of Housing Department	Inventory Management Review <i>(Work is co-sourced with the City’s external auditors.)</i>	Carryover from FY23 Audit Plan. Determine if the Office of Housing and Code Enforcement department have adequate controls to ensure accuracy and completeness of inventory records, accountability for inventory transactions, and safeguarding of inventory.	20
Parks Department	Performance Audit of the Parks Department	Assess the internal controls and practices applicable to recreation programing, grounds maintenance at City parks, and fiscal resources.	600
School Department	Review of the Food Services Contract	Assess the School department’s effectiveness in monitoring school food service contract.	360
Human Resources and Labor Relations Department	Audit of the City’s Worker Compensation Program	Assess the administration of the program and practices applicable to risk mitigation across City departments, cost control, and oversight over the third party administrator.	340



Auditable Unit	Project/Audit Name	Objective(s)	Hours
Performance Audits (continued)			
Citywide	Unscheduled Audits	Hours set aside to perform audits of unforeseen issues and requests by management, Mayor, and/or City Council.	400
Total Hours for Performance Audits			2,050
Total Hours for Audits and Related Activities			2,630
Total Hours for Maintenance of Fraud Hotline			1,050
Total Hours for Administration, Training, and Other			1,590
Total Available 2024 Hours for Office of Internal Audit			5, 270