City of Bowling Green

Internal Auditor's Office
Fiscal Year 2026/2027
Annual Audit Plan

Deborah Jenkins, CIA, CFE, CGAP
07/16/26

Introduction

Enclosed is the Fiscal Year 2026/2027 Audit Plan for the Internal Auditor's Office. Professional internal audit standards, as well as the Internal Auditor's Office Charter, require the preparation and presentation of this type of plan to the Audit Committee.

Audit Prioritization and Selection

A risk assessment was conducted to identify and prioritize audit areas with the greatest potential risk and liability to the City. This process provides a framework for assigning audit priorities and reducing risk exposure through observation, testing, analysis, and recommendations. For purposes of this plan, risk is defined as the potential for loss resulting from error, fraud, inefficiency, noncompliance with statutory requirements, or other actions that may negatively impact the City.

A systematic approach was used to evaluate risk by separating it into individual risk factors, which were assessed independently and then combined into an overall risk score for each division. Each factor was ranked by risk level and weighted to reflect its relative importance. Weighting was determined through comparative analysis of each risk factor against others to assess relative significance. A summary of this analysis is provided in Attachment #2.

A risk assessment questionnaire was distributed to senior managers and key division leaders to gather input on departmental risks, as well as anticipated changes and challenges. Responses were reviewed and supplemented with a brainstorming session and a meeting with City Manager Jeff Meisel to discuss citywide risks and obtain additional insight.

Fiscal Year 2026/2027 Audit Plan

The recommended Audit Plan for Fiscal Year 2026/2027 reflects available audit hours (see Attachment #1) and includes the following audit areas:

- Fire Investigations (carryover from prior year)
- Police- Patrol Division Calls for Service
- Russell Sims Aquatic Center
- City Agency Compliance Follow-Up
- Park Maintenance Work Order Follow-Up

The plan also allocates time for ongoing and essential activities, including unannounced cash counts, resumption of City facility site visits (paused in February 2026 due to medical limitations), calendar year payroll review, International Fraud Awareness Week initiatives, random spot checks, facilitation of an annual emergency response tabletop exercise or case study with senior management, and administration of the Employee Ethics Hotline. Time is also reserved to respond to special requests and provide advisory services to management.

As of June 2026, I began my one-year term as ALGA Board President and will transition to Immediate Past President in June 2027. Additionally, I will serve as a Day Chair for the Chamber's Leadership Bowling Green Government and Agency Day in April 2027.

As a one-person audit function serving a growing City, audit coverage remains a challenge. However, I will continue to identify opportunities to maximize value and provide effective audit services within available resources.

ATTACHMENT #1

Available Audit Hours for Fiscal Year 2026/2027

Available Resources (Audit Hours)		
Number of Staff	1	
Annual Hours Available		2,080
Less: Non-Audit Hours		
Paid Leave		
Holidays	88	
Vacation	120	
Personal/Bonus Hours	60	
Estimated Sick	40	
Estimated Holidays and Leave Time		308
Professional Development		
ALGA Annual Conference	20	
ACFE Conference	20	
Remaining Continuing Education	40	
Total Professional Development Hours		80
Administration		
General Administrative Functions & Tasks	250	
ALGA Boad President	250	
Chamber Leadership BG Day Chair	24	
Fraud Awareness Week/Presentations	80	
Total Administration Hours		604
Total Indirect Audit Hours		992
Total Direct Audit Hours Available		1,088
Fiscal Year 2026/2027 Audit Plan		
Advisory Services/Special Requests/Employee Hotline Admin.		250
Fieldwork and Various Site Visits, Audits, Follow-Ups and Reviews		750
Annual Risk Assessment and Audit Plan		40
Audit Committee		40
Unannounced Cash Counts		16
Total Budgeted Direct Audit Hours		1,096
Resource Over/Short		(8)

Fiscal Year 2026/2027
Internal Audit

ATTACHMENT #2

Criteria Legend:

A	Changes in Procedures/Personnel	F	Nature of Transactions
B	Budgeted Expenditures	G	Quality of Internal Controls
C	Liquidity and Negotiability of Assets	H	Composition of Personnel
D	Management	I	Time Since Last Audit
E	External Influences	J	Revenue Materiality

	Criteria												
	A	B	C	D	E	F	G	H	I	J			
	Maximum Points per Criteria												
	27	9	18	18	16	18	18	18	7	9			
	Weights										Gross	Weighted	
Department	13%	9%	11%	15%	9%	8%	16%	3%	7%	9%	Score	Score	Risk
Legislative													
Mayor and Commissioners	5	3	2	2	11	8	2	1	10	1	45	4.21	LOW
City Manager													
City Manager	7	3	2	4	6	10	8	1	10	1	52	5.44	MEDIUM
Public Information	5	3	6	6	4	2	2	1	10	1	40	4.14	LOW
Internal Auditor	2	3	2	6	7	10	2	1	10	1	44	4.22	LOW
Finance													
Chief Financial Officer	7	3	2	4	9	13	8	1	10	9	66	6.67	MEDIUM
Revenue/License	5	7	10	4	14	16	8	4	5	9	82	8.08	HIGH
Accounting	10	5	2	10	10	13	5	2	1	3	61	6.61	MEDIUM
Purchasing	2	3	2	10	10	11	5	1	7	3	54	5.62	MEDIUM
Human Resources													
Human Resources Management	2	7	2	4	12	11	5	2	10	1	56	5.32	MEDIUM
Benefits and Insurance	5	9	2	6	12	11	2	1	10	1	59	5.68	MEDIUM
Safety and Training	2	7	6	6	12	8	2	1	3	1	48	4.82	LOW
Law	2	5	2	4	12	13	2	1	3	3	47	4.48	LOW
City Clerk	2	3	2	6	5	11	2	1	10	1	43	4.12	LOW
Records Management	2	3	2	6	5	8	2	1	10	1	40	3.88	LOW
Information Technology	5	9	10	6	7	13	8	3	1	1	63	6.66	MEDIUM
Police													
Administration	2	7	4	4	7	8	8	1	7	3	51	5.27	MEDIUM
Records	2	3	6	8	5	5	2	1	7	3	42	4.35	LOW
Criminal Investigations	5	7	6	6	14	13	5	3	7	1	67	6.61	MEDIUM
Traffic and Patrol	10	9	10	8	16	11	2	9	3	1	79	7.62	HIGH
Communications	5	7	2	10	14	13	2	4	5	1	63	6.18	MEDIUM
Professional Standards	5	7	6	10	12	13	5	3	3	1	65	6.75	MEDIUM
Evidence	2	3	14	8	8	8	2	1	7	3	56	5.74	MEDIUM
Other (Cadets and Crossing Guards)	5	1	2	8	2	2	2	7	7	1	37	3.61	LOW
Fire													
Administration	2	7	4	10	7	8	8	1	7	1	55	5.99	MEDIUM
Suppression	10	9	10	8	16	11	5	9	7	1	86	8.38	HIGH
Prevention	2	7	6	10	7	8	5	2	7	1	55	5.76	MEDIUM
Training	2	5	10	10	7	8	5	1	7	1	56	5.99	MEDIUM

Fiscal Year 2026/2027
Internal Audit

ATTACHMENT #2 CONTINUED

Criteria Legend:

A	Changes in Procedures/Personnel	F	Nature of Transactions
B	Budgeted Expenditures	G	Quality of Internal Controls
C	Liquidity and Negotiability of Assets	H	Composition of Personnel
D	Management	I	Time Since Last Audit
E	External Influences	J	Revenue Materiality

	Criteria												
	A	B	C	D	E	F	G	H	I	J			
	Maximum Points per Criteria												
	27	9	18	18	16	18	18	18	7	9			
	Weights										Gross	Weighted	
Department	13%	9%	11%	15%	9%	8%	16%	3%	7%	9%	Score	Score	Risk
Public Works													
Facilities Management	5	9	6	4	2	8	5	2	10	1	52	5.19	MEDIUM
Administration	5	3	2	4	5	8	5	1	10	1	44	4.45	LOW
Planning and Design	5	7	6	6	14	11	2	1	10	1	63	6.12	MEDIUM
Environmental Compliance	5	7	6	4	12	11	5	1	10	1	62	6.12	MEDIUM
Fleet Management	5	7	10	6	7	8	2	4	7	3	59	5.75	MEDIUM
Operations	10	9	10	6	7	8	2	5	7	1	65	6.43	MEDIUM
Parks and Recreation													
Administration	5	7	6	4	4	8	5	4	10	9	62	5.97	MEDIUM
Maintenance	9	9	10	14	4	8	5	8	5	1	73	7.66	HIGH
Athletics	8	5	10	12	9	8	8	10	3	9	82	8.44	HIGH
Aquatics	12	5	12	14	12	11	8	10	7	9	100	10.27	HIGH
Recreation/Fitness	9	7	10	8	9	8	8	10	7	9	85	8.43	HIGH
Golf Courses	8	7	16	14	9	8	8	10	1	9	90	9.44	HIGH
Cemetery	10	7	10	10	7	8	8	2	7	9	78	8.44	HIGH
Community Centers	5	5	6	14	4	5	5	10	10	3	67	6.69	MEDIUM
Beautification	5	7	10	8	2	5	5	2	10	1	55	5.81	MEDIUM
Neighborhood & Community Services													
Administration	5	7	2	4	2	8	5	1	10	1	45	4.54	LOW
Downtown & Economic	5	5	2	8	6	8	5	1	10	3	53	5.5	MEDIUM
Building and Inspections	10	5	10	6	12	11	2	2	5	9	72	7.25	MEDIUM
Community Engagement	5	5	2	6	6	8	2	1	10	1	46	4.54	LOW
Housing Assistance	5	9	6	6	14	8	2	1	7	3	61	6.03	MEDIUM
Code Enforcement	5	7	6	6	7	11	2	1	5	3	53	5.32	MEDIUM