	Peer Review / Independent Audit Recommendations As of March 4, 2019						
Report	Recommendation	Initial Action Plan	Status Reported to GAC October 2016	Current Status and/or Updated Action	Target Implementation Date		
1. Audit R							
1		1.1. The City firmly believes in the value of the Internal Audit function. This Action Plan aims to elevate the function's placement in the organization, broadly advertise its internal and external benefits, and strengthen its role in continuously assessing and improving City's operations.	already been taken, and others will be	Previously completed, however Internal Audit will make a presentation to the GAC regarding IA's placement within the organization.	3/12/2019		
				2/6/2019 - Gov't Affairs Committee votes to move discussion to the full City Council			
2	Discuss the placement of IAD within the organization. The placement should ensure that the chief audit executive has consistent and direct access to the City Council and/or a City Council Committee.	1.2. The City's Internal Audit reports to the City Manager, which allows the Internal Auditors uncompromised access to all City departments and functions. Previously, Internal Audit reports were made public online, and provided to the City Council directly and/or presented publicly upon request. This Action Plan seeks to formalize and enhance the Internal Audit's	2, 2016 Governing Rules approved by City Council Resolution April 12, 2016	Previously completed, however the Governing Rules have not been reviewed or updated since April 2016; changes have been made and will be presented to the Governmental Affairs Committee.	3/6/2019		
	Adopt an internal audit charter, or enget an ordinance, that	relationship with the City Council. The Internal Audit Division (IAD) will receive input / direction from and regularly report to the Government Affairs Committee (GAC). The GAC will first receive, review and approve the Internal Audit Governing Rules, which defines: - the purpose, authority, and responsibility of the Internal Audit function; - the function's position within the organization, including functional and reporting relationship with the City Council through GAC; - scope of internal audit activities, professional standards and qualifications; and - access to City operations, physical properties and records. Upon GAC review and approval, the IAD Governing Rules will be forwarded to the City Council for input and approval.		Draviously completed, however the	2/5/2010		
3	Adopt an internal audit charter, or enact an ordinance, that defines the purpose, authority, and responsibility of the internal audit function. This charter should establish the audit function's position within the organization, including the chief audit executive's functional and reporting relationship with the City Council; authorize access to records, personnel, and physical properties relevant to the performance engagements; define the scope of internal audit activities; specify the professional standards to be followed; and define the minimum qualifications for the chief audit executive and specify responsibility for evaluating the chief audit executive.			Previously completed, however the Governing Rules have not been reviewed or updated since April 2016; changes have been made and will be presented to the Governmental Affairs Committee.	3/6/2019		

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4	discussions should include the number of staff needed and	1.4. Increasing the size of the IAD — and the funding needed — will be discussed during the two-year budget / five-year planning process. Increase in the size may or may not be possible during the upcoming two fiscal years.	Council June 21, 2016.	FTE assigned to the Internal Audit Division consists of one (1) Manager level position and two (2) Sr. Auditor level positions. Current actual resources in the Internal Audit Division consist of one Sr. Auditor FTE. Decision to hire additional staff will be made by the City Manager's Office.	TBD
5	Revise the existing job specifications and salary ranges for the Internal Audit Manager and Senior Internal Auditor. The job duties and salary ranges should be consistent with the duties of a chief audit executive and an experienced performance auditor. These job specifications should also include an entry-level audit position. The revised job specifications should include preferences for Masters' degrees, professional certifications, and experience using computer-assisted auditing techniques such as ACL.	1.5. The Human Resources Department has been requested to review and revise the existing job specifications and salary ranges.	December 2016; implementation is	The HR compensation study conducted resulted in a change in the salary ranges of the Internal Audit Manager and Senior Internal Auditor positions, however revisions to the job descriptions were not completed. This will be revisited with the Human Resources Department in the coming months.	9/30/2019
6	Adopt and follow Generally Accepted Government Auditing Standards.	1.6. IAD is developing an Administrative Manual on conducting audits in conformance with the Generally Accepted Government Auditing Standards (GAGAS). Training of IAD staff will follow.		A review of existing documentation reflected that an internal audit administrative training manual has not been completed. Additionally, training was not conducted. A training manual will be completed as part of Internal Audit's plan to ensure organizational and structural changes are implemented as needed and in accordance with GAGAS.	12/30/2019
7	Develop and implement a comprehensive policies and procedures manual and train staff on the use of these policies and procedures in conducting audits in conformance with GAGAS. These policies should include provisions for ensuring that staff is independent and objective on audits and complying with continuing professional education requirements.			A review of existing documentation reflected that an internal audit administrative training manual has not been completed. A training manual will be completed as part of Internal Audit's plan to ensure organizational and structural changes are implemented as needed and in accordance with GAGAS.	12/30/2019

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8	Invite the Internal Audit Manager to attend the weekly	1.8. The Internal Audit Manager is invited to attend Executive Management		No action will be taken on this item.	N/A
	Executive Management meetings.	meetings that involve matters of potential interest and value for the Division.			
		In addition, Internal Audit has been attending since October 2015, weekly			
		meetings of internal departments, including Finance, Human Resources and			
		General Services, where many of the citywide critical issues are discussed.			
2. Manag	L ement Letter				
3	Develop an internal audit charter that defines the purpose,	2.1. See Action 1.2 above.		Previously completed, however the	3/6/2019
	authority, and responsibility of the internal audit function.			Governing Rules have not been reviewed or	
	This charter should establish the placement of the internal			updated since April 2016; changes have	
	audit position within the organization, including the chief			been made and will be presented to the	
	audit executive's functional and reporting relationship with			Governmental Affairs Committee.	
	the City Council; authorize access to records, personnel, and				
	physical properties relevant to the performance of				
	engagements; and defines the scope of IAD's internal audit				
	activities. The internal audit charter should be submitted to				
	the City Council for final approval.				
	Discuss and establish a reporting relationship, which	2.2. See Action 1.2 above.		Previously completed, however Internal	3/12/2019
	provides the Internal Audit Manager with appropriate access			Audit will make a presentation to the GAC	
	to the City Council.			regarding IA's placement within the	
				organization.	
				2/6/2019 - Gov't Affairs Committee votes	
				to move discussion to the full City Council	
3	Establish a process to ensure that auditors are objective and	2.3 This has been completed.		Review of existing documentation reflects	3/6/2019
	their objectivity is not impaired, prior to initiating an			that an Auditors Engagement &	
	engagement.			Independence Statement was created and	
				implemented. However, an internal audit	
				training manual was not created.	
		To ensure the internal auditors have an impartial, unbiased attitude and avoid		The annual Conflict of Interest Statement	
		any conflict of interest and are free from personal impairments to		(form 700) noted in the action plan is to	
		independence, each auditor completes an Auditors Engagement &		provide information regarding potential	
		Independence Statement prior to the initiation of an audit engagement for		conflicts of interest regarding an official's	
		approval by the Audit Manager. The procedure and copy of the Statement		personal or other financial interests, and is	
		form is included in the Administration Manual.		not applicable to the recommendation	
				noted regarding an auditor's objectivity.	
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		In addition, all auditors are required to complete annual conflict of interest statements (Fair Political Practices Commission form 700).		An annual statement of independence that covers both audit and non-audit services will be developed. Additionally, independence of the internal audit activity will be confirmed to the GAC on an annual basis as noted in the IA Governing Rules.	
4	Develop annual training plans for each auditor. These plans should identify the training needed to enhance their knowledge, skills, and other competencies needed to perform their work. These training should also identify how auditors will satisfy the GAGAS continuing professional education requirements. The Internal Audit Manager should use these training plans to request sufficient funding for IAD's training needs.		\$4K annually for training in approved FY2016 – 2018 budget	Review of existing documentation reflected that \$4K (subsequently reduced to \$3k) was included in the budget. However, training plans for auditors were not completed. A training plan will be developed for the existing Sr. Internal Auditor; should additional staff be added, their skillsets will be assessed and a training plan will be developed accordingly.	
5	Address the recommendations in this management letter to ensure its work is in conformance with IIA Standards.	2.5. This Action Plan addresses the recommendations.		Review of existing documentation reflected that various actions in the action plan have not been completed as indicated, or not fully addressed. The Internal Audit Division aims to complete its objectives with due professional care and proficiency using the guidance of GAGAS, and will make the organizational and structural changes needed as recommended in this action plan.	6/30/2020
6	IAD develop and implement a quality assurance and improvement program. This program should include internal and external assessments.	2.6. The IAD will implement two layers of assessments: a) Internal: The IAD is currently establishing and documenting a quality assurance and improvement program utilizing the IIA's Path to Quality Model, a step-by-step guide for continuous improvement that will help to ensure the IAD achieves and maintains internal audit quality. In addition, IAD will perform a periodic quality self-assessment utilizing a questionnaire that will identify strengths and potential opportunities for improvement.		Review of existing documentation reflected that a plan for annual internal reviews has not been documented, and annual internal reviews have not been conducted. Internal Audit plans to develop a quality control and assurance system consistent with the requirements noted in GAGAS.	6/30/2020 (quality control and assurance system)

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		b) External (Peer Review):		Both internal and external requirements	6/30/2021 (external peer		
		The IAD quality assurance and improvement program (QAIP) will be assessed		will be addressed. However, as various	review)		
		per GAGAS standards every three (3) years through an external independent		components of this action plan have not			
		validation (peer review). The objective of the full external assessment is to		been completed as of 2/4/2019, an			
		evaluate an internal audit activity's conformance with Standards. This		external peer review (originally slated for			
		approach may also focus on identifying opportunities to enhance internal		November 2018) would be premature, as			
		audit processes, offering suggestions to improve the effectiveness of the		time will be needed to implement the			
		internal audit activity, and promoting ideas to enhance the activity's image		necessary requirements of the action plan.			
		and credibility.		Internal Audit will reach out to the			
				Association of Local Government Auditors			
		Cost of the external (peer) reviews will be included in the two-year budget		(ALGA) to conduct an external assessment			
		and five-year plan.		(peer review) of the Internal Audit Division			
				at the appropriate time.			
7	Update its risk assessment, at least annually, and consider	2.7. The IAD is currently updating its risk assessment, and will present the	Currently being evaluated.	Review of existing documentation reflected	3/31/2020		
	input from senior management and the City Council in its	results – and any necessary adjustments to the two-year work plan – to the		that no action appears to have been taken			
	risk assessment process.	Executive Leadership Team (ELT) and the GAC.		on this item.			
				Internal Audit is preparing a combined			
				Audit Universe and Risk Assessment			
				document to assess City risks for each area,			
				and will request input from the City Council			
				and Senior Management as part of the			
				process.			
8	Communicates IAD's workplans and resource requirements	2.8. The two-year workplan will be presented to the GAC in conjunction with	Workplan approved by GAC March 2,	Audit workplans are presented to the GAC	N/A		
	to the City Council annually.	the updated risk assessment, per Action 2.7 above.	2016	as indicated; the next work plan will be			
				presented to GAC on 3/6/2019 (audit work			
				plans will be presented to GAC annually in			
				March).			

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g		2.9. The IAD will report to the GAC on the following matters: a) Governing Rules b) revised risk assessment, workplan and budget c) three times a year – progress report on the workplan, hotline, management's implementation of audit recommendations, and status of this Action Plan d) as needed – presentation of completed audits In addition, the IAD will annually report to the City Council on the workplan and budget.	Workplan status report to GAC October 5, 2016 Action Plan status report to GAC November 2, 2016 Workplan status and Action Plan status to City Council November 15, 2016	Annual audit work plans are communicated to all parties as recommended - however, quarterly progress reports on the workplan, hotline, management's implementation of internal audit recommendations have not been completed. NOTE - it should be noted that management's implementation of external audit recommendations are communicated to all parties on a periodic basis. Internal Audit will provide quarterly updates to the GAC as indicated in the Governing Rules. Additionally, an annual update on the HOTLINE will be reinstated (the last HOTLINE update was provided for FY2014-15).	7/3/2019		
	procedures should require that an engagement plan be prepared for all engagements. In addition, the procedures should also ensure that engagement plans: • State the objectives of the program · Identify the technical requirements, risks, processes, and transactions that are to be examined · State the nature and extent of testing required · Document the procedures for collecting, analyzing, interpreting, and documenting information during the engagement · Are modified, as appropriate, during the audit engagement · Include schedules and resource allocations.	2.11. The IAD Administrative Manual will address this – see Action 1.6 above.		As previously noted, an internal audit administration manual was not completed. A training manual will be completed as part of Internal Audit's plan to ensure organizational and structural changes are implemented as needed and in accordance with GAGAS. As previously noted, an internal audit administration manual was not completed.	12/30/2019		
	workpaper templates to ensure standards for engagement planning, performing the engagement, and reporting on the results of engagements are met.			A training manual will be completed as part of Internal Audit's plan to ensure organizational and structural changes are implemented as needed and in accordance with GAGAS.			

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12	Discontinue citing that its audit work was conducted in conformance with IIA Standards until it is in conformance with these standards.	2.12. The IAD no longer cites conformance with the IIA Standards Conformance with the GAGAS standards will be cited once the IAI Administrative Manual and training are completed.		Implemented. However, conformance to GAGAS standards will not be cited upon completion of the internal audit administration manual; conformance to GAGAS will be cited in audits when the quality control and assurance system is implemented.	6/30/2020		
13	Develop and implement a formal process for monitoring management's progress in implementing audit recommendations and for periodically reporting out to senior management and to the City Council or City Council Committee on the status of audit recommendations.	 2.13. The IAD Administrative Manual will incorporate a formal process formonitoring management's progress in implementing audit recommendation – see Action 1.6 above. Progress reports to the Governmental Affairs Committee will take place three times per year, as described in Action 2.9. 	s	Annual audit work plans are communicated to all parties as recommended - however, quarterly progress reports on management's implementation of internal audit recommendations have not been completed. Internal Audit will provide quarterly updates to the GAC as indicated in the Governing Rules.	7/3/2019		
3. Interna	Audit Best Practice						
1	Communicate IAD's workplans to the City Council annually.	3.1. Reporting is addressed in Action 2.9 above.		This has been implemented; next update to the GAC will be 3/6/2019.	N/A		
2	the input from senior management and the City Council in its risk assessment process.			Review of existing documentation reflected that no action appears to have been taken on this item. Internal Audit is preparing a combined Audit Universe and Risk Assessment document to assess City risks for each area, and will request input from the City Council and Senior Management as part of the process.			
	Develop a 3-5 year audit plan. This plan should be based on its annual risk assessment and should identify the following: - Audit priorities for the next three to five years - Staff resources needed to address these priorities - Options for addressing risk areas including conducting preand post-implementation reviews of planned or newly implemented information systems, contracting for audits, using control self-assessments, participating in reengineering or process improvement teams, and continuous monitoring.	Action 2.8 addresses presenting a two-year workplan. Action 2.9 addresses reporting on both.		This has been implemented. However, on a go-forward basis the annual audit work plan will be a 1-year plan, as best practices noted for several different organizations reflect 1-year plans are being conducted. The plan will include continuous monitoring efforts, internal (self) assessments, time allocated for other City initiatives as well as resource requirements and limitations.			

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4	Develop a marketing plan to promote the benefits of the audit function to the City Council, management, and the citizens of Riverside.	3.4. The IAD will work with the City Manager's Marketing Division on a comprehensive marketing plan to promote the value of internal audit to employees and residents. The Marketing Plan and its implementation will be presented to the GAC as part of semi-annual reporting (see Action 2.9).		Marketing efforts have been implemented, however semi-annual reporting on IAD activities has not been implemented. Further marketing efforts to reintroduce Internal Audit and it's value will continue, and will be noted in upcoming quarterly progress reports.	7/3/2019
5	Develop and use surveys and audit questionnaires to obtain input on its value to the organization.	3.5. The IAD will reach out to professional internal audit organizations and other government agencies with internal audit functions to develop and implement effective surveys and audit questionnaires.	implemented.	Review of existing documentation reflected that a customer service feedback form was developed. However, there is no documentation to support that it was actually implemented (sent to audited departments). Internal Audit will review the existing customer feedback form and make enhancements as needed. Feedback will be requested upon completion of audit engagements/internal assessments, as well as obtaining general feedback to obtain input on IA's value to the City.	
6	Develop several key measures to assess its performance. Typical measures for assessing internal audit departments include but are not limited to the following: Identified economic benefits derived from audits/audit cost Number of audit recommendations accepted by management Percentage of audit recommendations implemented by management Results of customer surveys and audit effectiveness questionnaires Percentage of work completed on its annual workplan		Currently being evaluated as part of Citywide Department Performance Measures & Reporting Program	To this date, performance measures have not been developed for Internal Audit. Internal Audit will review the recommendation provided, along with ALGA-produced documentation on performance measures to implement measures to assess its performance.	6/30/2019

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7	Develop and implement a formal process for monitoring management's progress in implementing audit recommendations and for periodically reporting out to senior management and to the City Council or City Council	3.7. This is addressed in Action 2.13.		Quarterly progress reports on management's implementation of internal audit recommendations have not been completed.	7/3/2019
	Committee on the status of audit recommendations.			NOTE - it should be noted that management's implementation of external audit recommendations are communicated to all parties on a periodic basis.	
				Internal Audit will provide quarterly updates to the GAC as indicated in the Governing Rules.	
8	Develop and implement a quality assurance and improvement program. This program should include internal and external assessments.	3.8. This is addressed in Action 2.6.		Review of existing documentation reflected that a plan for annual internal and external reviews has not been documented nor conducted.	6/30/2020 (quality control and assurance system) 6/30/2021 (external peer review)
				The Internal Audit Division aims to complete its objectives with due professional care and proficiency using the guidance of GAGAS, and will make the organizational and structural changes needed as recommended in this action	review,
				plan. Both internal and external requirements will be addressed. However, as various components of this action plan have not	
				been completed as of 2/4/2019, an external peer review (originally slated for November 2018) would be premature, as time will be needed to implement the necessary requirements of the action plan.	
				Internal Audit will reach out to the Association of Local Government Auditors (ALGA) to conduct an assessment of the Internal Audit Division at the appropriate time.	

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	9 Delve more deeply on its audits and focus more on issues of effectiveness and the major risks in the areas being audited.	3.9. Risk assessments will be reflected in the 2-year workplan.		Review of existing documentation reflected that no action appears to have been taken on this item. Internal Audit is preparing a combined Audit Universe and Risk Assessment document to assess City risks for each area, and will request input from the City Council and Senior Management as part of the process.	3/31/2020
1		3.10. Outside consultants are already being utilized for the City's External Audit Program. Additional consulting assistance will be evaluated for each audit engagement.	Ongoing annually	External Auditors are being utilized as part of the City's External Performance Audit Program. However, this does not address the recommendation of specifically using contractors for high-risk areas that Internal Audit lacks resources to address. A component of the upcoming audit work plan will address areas/potential audits where IA does not have the resources to conduct (outsourcing and/or co-sourcing are noted as potential options).	3/6/2019
1	In conjunction with developing its long-term audit plan, identify any planned information system implementations. The IAD should also work with the IT Department to identify a proper role for IAD to become involved in reviewing information systems.		Currently being evaluated	Review of existing documentation reflected that no action appears to have been taken on this item. Internal Audit is preparing a combined Audit Universe and Risk Assessment document to assess City risks for each area, and will collaborate with IT to identify planned or recently implemented systems. IA will also discuss with IT ways to identify a role for IA to become more involved in reviewing information systems.	12/30/2019 (for discussions with IT)
1	2 After developing its long-term plan, identify high-risk areas that would benefit from continuous monitoring.	3.12. The IAD Governing Rules addresses ongoing, continuous monitoring.	Monitoring services defined	This item has been implemented.	N/A
1	After developing its long-term plan, consider assisting departments on process improvement teams to address high risk areas it lacks the resources to audit.	3.13. The IAD Governing Rules addresses assurance and consulting services.		This item has been implemented.	N/A

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14	After developing its long-term plan, consider using control self-assessment as an option to address high-risk areas it lacks the resources to audit.	3.14. The IAD Governing Rules will address consulting to departments on the development and use of internal control self-assessments.		This item has been implemented. Further internal assessments are identified in the upcoming audit work plan.	N/A
15	Develop in-house capability to use data mining software such as ACL.	3.15. The IAD will assess the cost-benefits of new software.	Currently evaluating; unfunded	This item will be a continual process, in working to determine cost-benefits of audit/data mining software.	N/A
_	E Best Practice				
1	Contract with a third party vendor to provide anonymous reporting mechanisms, with both phone and web capabilities, a friendly user interface including multi-lingual capabilities and an analytical case management system for the fraud hotline program.		Merged with 311 Call Center	This item has been implemented. NOTE - It should be noted however, that the City's 311 Call Center is not technically a 3rd party vendor.	N/A
2	assurance that: No officer or employee of the City shall use or threaten to	and collaborate with the City Attorney's Office and Human Resources Department to determine the best course of action to communicate assurance to elected officials and employees of the City's position and compliance regarding the State of California Whistleblower Protection Act.	Collaborated with Human Resources to include information in updated Employee Handbook	This item has been implemented. A Whistleblower Protection Ordinance is not necessary, as the state of California added new laws to the Whistleblower Protection Act in 2014. Information regarding CA laws protecting whistleblowers is also included on the Internal Audit webpage.	N/A
3	Reassign the responsibility for administering the fraud hotline to another organizational unit within the City. The organizational unit assigned to administer the hotline should periodically inform the IAD of relevant internal control issues identified through investigations to ensure that IAD is aware of areas vulnerable to fraud, waste and abuse.		Merged with 311 Call Center July 2016	This item has been implemented.	N/A
4	Develop a fraud, waste and abuse prevention hotline policies procedures manual that addresses the roles, responsibilities and protocols in detail.	4.4 The IAD Administrative Manual will address this – see Action 1.6 above.		As previously noted, an internal audit administration manual was not completed. However, a Fraud Prevention, Reporting, and Investigation policy is in place addressing the recommendations noted, and will be incorporated or referenced in the newly developed internal audit training manual.	12/30/2019

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!	Record all complaints of fraud, waste, and abuse, regardless	4.5. The IAD Administrative Manual will address this – see Action 1.6 above.		As previously noted, an internal audit	N/A		
	of the mechanism used to report the complaint.			administration manual was not completed.			
				However, this item is already occurring and			
				addressed in the existing Fraud policy.			
-	6 Submit semi-annual hotline reports to the City Manager and	4.6. Action 2.9 addresses reporting.		Annual HOTLINE reports were previously	7/3/2019		
	City Council.			uploaded to the Internal Audit webpage,			
				but the practice was discontinued when the department changed into the Office of			
				Organizational Performance and			
				Accountability (later Audit).			
				recountability (later ridaity).			
				Now that the name has been changed back			
				to Internal Audit, annual reports will again			
				be posted to the Internal Audit webpage.			
-	7 Issue substantiated investigation reports publicly in	4.7. All final reports will be presented to Government Affairs Committee – see	Ongoing	Annual HOTLINE reports were previously	7/3/2019		
	accordance the California Government Code.	Action 2.9.		uploaded to the Internal Audit webpage,			
				but the practice was discontinued when the			
		All final reports are already being posted on the City's website to ensure		department changed into the Office of			
		compliance with California Government Code.		Organizational Performance and			
				Accountability (later Audit).			
				Now that the name has been changed back			
				to Internal Audit, annual reports will again			
				be posted to the Internal Audit webpage			
				(annual reports will include any			
				substantiated investigation reports as			
				applicable).			