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# External Quality Control Review

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of the  
Department of Audits  
City of Baltimore

Conducted in accordance with guidelines of the  
**Association of Local Government  
Auditors**  
for the period January 1, 2022 to December 31, 2024

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## Association of Local Government Auditors

July 17, 2025

Josh Pasch, City Auditor  
Department of Audits, City of Baltimore  
100 N. Holiday St., Room 321  
Baltimore, Maryland 21202

Dear Mr. Pasch,

We have completed a peer review of the Department of Audits, City of Baltimore for the period January 1, 2022 through December 31, 2024. In conducting our review, we followed the standards and guidelines contained in the *Peer Review Guide for Assessing Conformance with Government Auditing Standards* 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 engagements and working papers.
- Reviewing documents related to independence, training, and development of auditing staff.
- Interviewing auditing staff and management.

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 Department of Audits, City of Baltimore has received a rating of pass.

Based on the results of our review, it is our opinion that the Department of Audits, City of Baltimore 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 engagements during the period January 1, 2022 through December 31, 2024.

We have prepared a separate letter providing findings and recommendations to further strengthen your internal quality control system.

Ruthe Holden, CPA, CISA,  
CFE, CIA  
City of Pasadena  
Internal Audit Manager  
(Retired)

Phillip DeGroat, CIA, CISA  
City of Arlington, TX  
Deputy City Auditor

Danielle Moore, CPA  
Fairfax County Public Schools  
Deputy Auditor General



## Association of Local Government Auditors

July 17, 2025

Josh Pasch, City Auditor  
Department of Audits, City of Baltimore  
100 N. Holiday St., Room 321  
Baltimore, Maryland 21202

Dear Mr. Pasch,

We have completed a peer review of the Department of Audits, City of Baltimore for the period January 1, 2022 through December 31, 2024 and issued our report thereon dated July 17, 2025. We are issuing this companion letter to offer certain findings and recommendations stemming from our peer review.

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

- Staff receive regular training in compliance with Government Auditing Standards and demonstrate an ability to apply the standards in their audit work,
- The Department of Audits has well-designed templates and processes to ensure consistent and effective compliance with standards, and
- Audit documentation and interviews with department leadership and staff showed that the department looks for opportunities to continuously improve the quality and efficiency of its processes, particularly for implementing standards and reviewing workpapers and reports.

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

Standard 5.44 states the audit organization should 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. The audit organization should communicate to the relevant engagement partner or director, and other appropriate personnel, any deficiencies noted during the monitoring process and recommend appropriate remedial action. This communication should be sufficient to enable the audit organization and appropriate personnel to take prompt corrective action related to deficiencies, when necessary, in accordance with their defined roles and responsibilities. Information communicated should include the following:

- a description of the monitoring procedures performed;
- the conclusions reached from the monitoring procedures; and
- when relevant, a description of systemic, repetitive, or other deficiencies and of the actions taken to resolve those deficiencies.

The Department of Audits did not complete the annual monitoring required by standard 5.44 for the period reviewed, CY2022 through CY2024.

We recommend the Department of Audits update the Consolidated Administrative and Audit Manual's quality control and assurance section to include the documentation required by Standard 5.44 in the annual monitoring report and complete the report annually.

We extend our thanks to you and your staff for the hospitality and cooperation extended to us during our review.

Sincerely,



Ruthe Holden, CPA, CISA,  
CFE, CIA  
City of Pasadena  
Internal Audit Manager  
(Retired)



Phillip DeGroat, CIA, CISA  
City of Arlington, TX  
Deputy City Auditor



Danielle Moore, CPA  
Fairfax County Public Schools  
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## Office of the Comptroller

### Josh Pasch, City Auditor

100 N. Holliday St., Room 321  
Baltimore, Maryland 21202

July 16, 2025

Ruthe Holden, CPA, CISA, CFE, CIA  
Peer Review Team Leader  
City of Pasadena (Retired)

Phillip DeGroat, CIA, CISA  
Peer Review Team Member  
Deputy City Auditor  
City of Arlington, TX

Danielle Moore, CPA  
Peer Review Team Member  
Deputy Auditor General  
Fairfax County Public Schools

Colleagues:

On behalf of the Office of the Comptroller, Department of Audits, I would like to express our appreciation for organizing and conducting our peer review. We greatly appreciate your professionalism, knowledge, and effort on this engagement. We are pleased that the independent peer review team concluded that the Department of Audits' internal quality control system was adequately designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* for the period January 1, 2022 through December 31, 2024.

We agree with the finding and recommendation noted in the management letter to the peer report. Specifically, we agree with the annual monitoring finding. To address this, we will:

1. Update Department of Audit's' Audit Manual quality and control section to include the three components required by GAGAS Standard 5.44 regarding monitoring procedures performed; conclusions reached; and actions taken to resolve systemic or other deficiencies noted;
2. Update our quality control checklist using the ALGA checklist as a guide; and
3. Implement the annual monitor review process.

We are committed to continuously improving and strengthening our audit processes. Again, thank you for taking time to evaluate our operations and share ideas that we can apply to our department. Our team has greatly benefited from this peer review process.

Warm regards,

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

Josh Pasch, City Auditor  
Department of Audits  
Baltimore, MD 21202