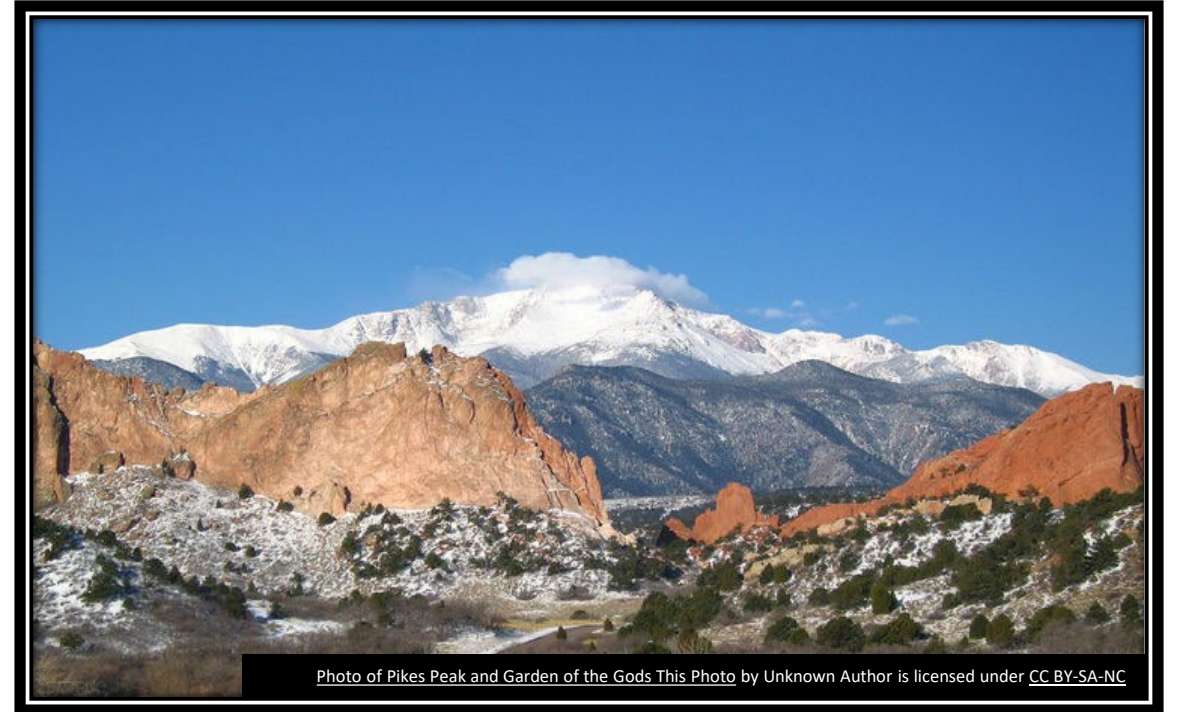
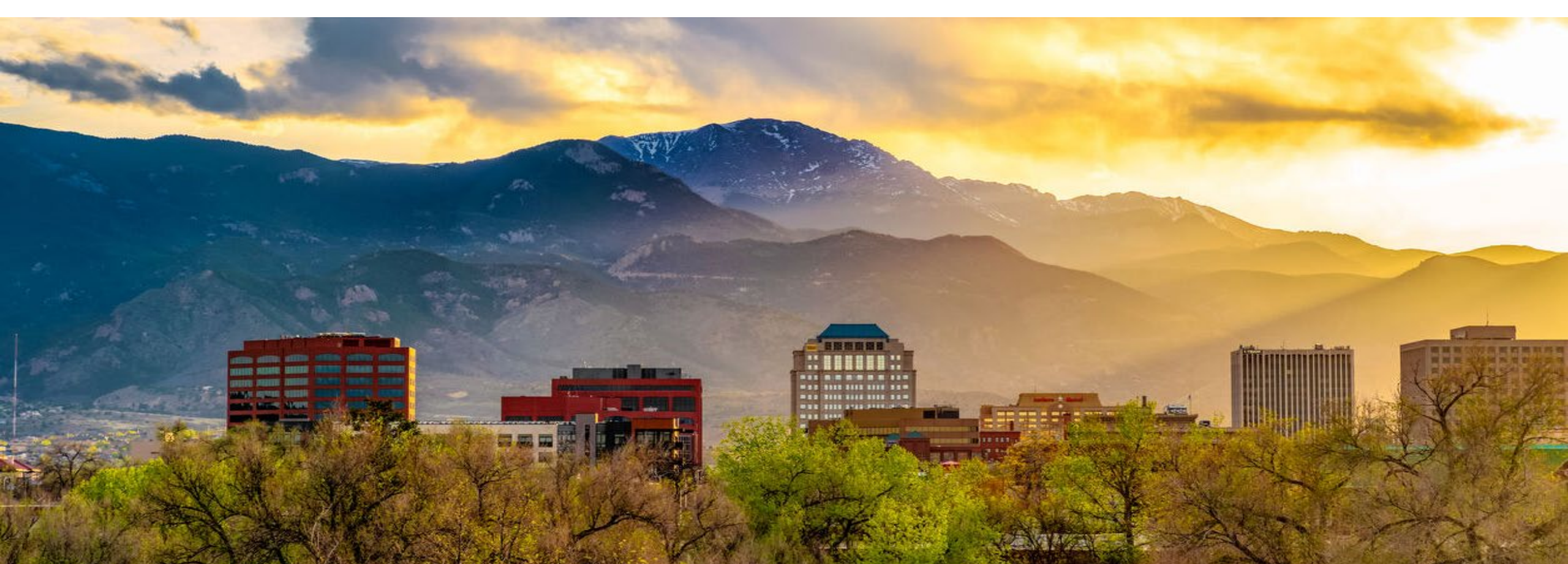




COLORADO SPRINGS
CITY COUNCIL
Office of the City Auditor

Office of the City Auditor
2026-2030 Strategic Plan
Natalie Lovell, City Auditor
June 2026





**Independent
Insight**



Collaboration



**Strategic
Alignment**



**Operational
Excellence**



**Continuous
Improvement**



COLORADO SPRINGS
CITY COUNCIL
Office of the City Auditor



Our Mission



To encourage responsible stewardship and accountability for public resources through independent and unbiased audits.

Our Vision

To be trusted advisors who drive positive organizational change through independent insight, integrity, and solutions that strengthen public confidence and address emerging risks for the benefit of our community.



Our Values



People - Principled - Accountability
Continuous Improvement - Service to Community

This strategy is aligned with the Institute of Internal Auditors' Global Internal Audit Standards and Quality Guidance for public sector audit functions.



STRATEGIC OBJECTIVES



PROCESSES & METHODOLOGIES

Ensure audits are consistent, the office is aligned with the 2024 Global Audit Standards, and risk-focused through modernized methodologies and clear documentation.



TECHNOLOGY MODERNIZATION

Leverage data, analytics, and emerging technologies to improve audit efficiency, insight, and risk detection.



STRATEGIC ADVISOR

Serve the City of Colorado Springs and stakeholders by anticipating risks, clarifying accountability, and delivering timely, relevant insight.



TALENT & KNOWLEDGE MANAGEMENT

Build and sustain a skilled, resilient audit team through training, knowledge management, and succession planning.

STRATEGIES

- Modernize audit methodologies
- Strengthen risk-based planning
- Establish performance measurement
- Standardize audit documentation

- Expand audit analytics.
- Enable continuous monitoring
- Improve data-driven insights

- Clarify audit roles and expectations
- Deliver timely, relevant insight
- Strengthen audit communications

- Build audit workforce resilience
- Capture institutional knowledge
- Align training to audit needs
- Recognize, appreciate, and value employees

Strategic Positioning within the Municipal Ecosystem



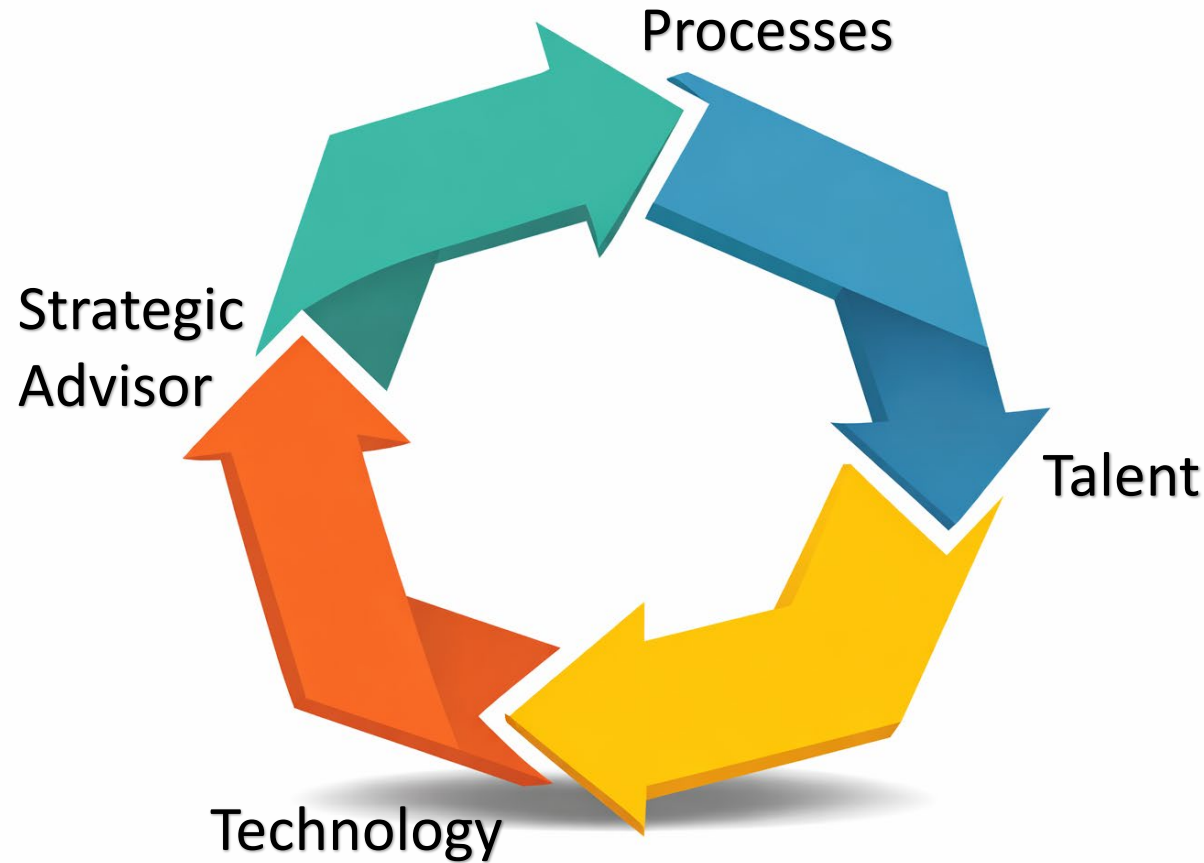
STRATEGIC FOCUS AREAS

TALENT

- Skilled, adaptable, resilient audit professionals
- Ongoing training and professional development
- Knowledge sharing and succession planning

PROCESSES

- Consistent, risk-based audit methodologies
- Clear documentation and quality assurance
- Continuous improvement of audit practices



ADVISOR

- Trusted relationships with stakeholders
- Clear, timely, and actionable communication
- Insight and foresight to support decision making

TECHNOLOGY

- Data analytics and modern audit tools
- Efficient use of systems and automation
- Coverage of emerging technology risks

Focus Area: Processes

Ensure audits are consistent, the office is aligned with the 2024 Global Audit Standards, and risk-focused through modernized methodologies and clear documentation.

Why it matters

- Modern, risk-focused methodologies ensure the audit plan remains relevant, credible, and responsive to our stakeholders' evolving risks and operations, delivering value across the City.

Initiatives

- Update audit planning and closeout documents to align with 2024 Global Audit Standards
- Define, document, and organize office expectations and core processes in an easily accessible and organized SharePoint communication site
- Develop and define an annual audit plan update process

Focus Area: Technology

Leverage data, analytics, and emerging technologies to improve audit efficiency, insight, and risk detection.

Why it matters

- Data, analytics, and emerging technologies enhance audit insight and efficiency, allowing us to identify and communicate risks in a timely manner for better decisions.

Initiatives

- Identify and integrate key real-time data sources to enable continuous monitoring and balanced scorecard metrics aligned with IIA Global Audit Standards
- Pilot integrated information technology and artificial intelligence-supported audit testing procedures
- Acquire data analytics training for auditors

Focus Area: Strategic Advisor

Serve the City of Colorado Springs and stakeholders by anticipating risks, clarifying accountability, and delivering timely, relevant insight.

Why it matters

- Clear, consistent, and proactive communication strengthens trust, reduces misunderstandings about audit's role, and ensures our work is understood and valued.

Initiatives

- Develop a stakeholder engagement calendar/plan
- Update client communication templates
- Host/Produce Quarterly “Audit Insight” Sessions
- Update the Internal Audit Charter to strengthen governance and clarify Council and Audit Committee roles

Focus Area: Talent

Build and sustain a skilled, resilient audit team through training, knowledge management, and succession planning.

Why it matters

- A skilled, resilient audit team is essential to sustaining audit quality, managing risk, and ensuring continuity in a small office where retention and succession are mission-critical.

Initiatives

- Develop a standardized onboarding toolkit, checklists and training outline
- Evaluate workforce structure and classifications to align with market competitiveness and succession needs using the 2025 competency model.
- Pilot a structured cross-training program

Internal Alignment Cascade Turning our Strategy Into Action

Why We Exist

What is our purpose and what do we stand for?

MISSION • VISION • VALUES
Our purpose. Our future. Our foundation.

Where We Focus

What are the critical capabilities we must excel at?

STRATEGIC FOCUS AREAS

PROCESSES | TECHNOLOGY | STRATEGIC ADVISOR | TALENT

What We Will Achieve

What initiatives will advance our strategic priorities?

STRATEGIC INITIATIVES
The key initiatives that will drive our strategy forward.

How We Plan

How do we translate strategy into operational plans?

ORGANIZATIONAL EXECUTION PLANS

ANNUAL AUDIT PLAN | SECTION MANAGEMENT PLANS | TEAM WORKFORCE PLANS | BUDGET & RESOURCE PLANS

What Will I Do

How does each individual contribute to our success?

INDIVIDUAL ALIGNMENT

EMPLOYEE DEVELOPMENT PLANS | EMPLOYEE PERFORMANCE PLANS | PROJECTS & ASSIGNMENTS | TRAINING & COMPETENCIES

How Are We Succeeding

How do we measure, learn, and improve?

MEASUREMENT & ACCOUNTABILITY

SCORECARD & METRICS | PERFORMANCE REPORTING | INSIGHT & LEARNING | CONTINUOUS IMPROVEMENT

ALIGNMENT AT EVERY LEVEL

Connected.
Focused.
Accountable.

2026 OFFICE OF THE CITY AUDITOR (OCA) BALANCED SCORECARD

The Balanced Scorecard measures the organization’s performance in achieving the Strategic Objectives



STRATEGIC FOCUS AREA	STRATEGIC OBJECTIVE	PERFORMANCE MEASURE	WEIGHT	1 Does Not Meet Expectations	2 Partially Meets Expectations	3 Meets Expectations	4 Exceeds Expectations	5 Far Exceeds Expectations
<p>PROCESSES 35%</p>	Ensure audits are consistent, the office is aligned with the 2024 Global Audit Standards, and risk-focused through modernized methodologies and clear documentation.	Percentage of Audits Completed vs. Plan	9%					
		Percentage of Added Audits/Removed Audits Completion	4%					
		Progress Toward Alignment With 2024 IIA Global Standards	8%					
		Quality Review Results	8%					
		Audit Cycle Time (Start to Finish)	6%					
<p>STRATEGIC ADVISOR 15%</p>	Serve the City of Colorado Springs and stakeholders by anticipating risks, clarifying accountability, adding value, and delivering timely, relevant insight.	Client Satisfaction Scores (Post-Audit Survey): Percentage of Response Rate	2%					
		Client Satisfaction Scores: Percentage of rating "very satisfied"	4%					
		Client Satisfaction Scores: Average score	3%					
		Number of "Audit Insights" Sessions Delivered	2%					
		Percentage of Client Communication Templates Updated and Used	2%					
		Audit Plan Coverage to Risk Model	2%					
<p>TECHNOLOGY 20%</p>	Leverage data, analytics, and emerging technologies to improve audit efficiency, insight, and risk detection.	Number of Process Improvements / Automations Completed	8%					
		Percentage of Processes with Technology Integration	8%					
		Data Readiness / Real-Time Source Identification	4%					
<p>TALENT 30%</p>	Build and sustain a skilled, resilient audit team through training, knowledge management, and succession planning.	Training Plan Execution Rate	9%					
		Staff Competency Coverage / Improvement	8%					
		Workforce & Succession Plan Progress	7%					
		Knowledge Management Completion	6%					

REASONING FOR WEIGHTING

- Audit delivery, quality, and standards alignment are core to OCA mandate.
- Office is small and competency, cross-training, and knowledge retention directly affect continuity of operations.
- Building capabilities but FYE26 is mostly foundational work.
- Relationship management is important but secondary to audit execution and quality.

PERFORMANCE RATING KEY

1 Does Not Meet Expectations
2 Partially Meets Expectations
3 Meets Expectations
4 Exceeds Expectations
5 Far Exceeds Expectations

Reporting Fraud, Waste & Abuse

The City Auditor investigates any suspected unlawful or wasteful act impacting the City of Colorado Springs government, or its departments, employees, officials, operations, or enterprises.

Report by mail:

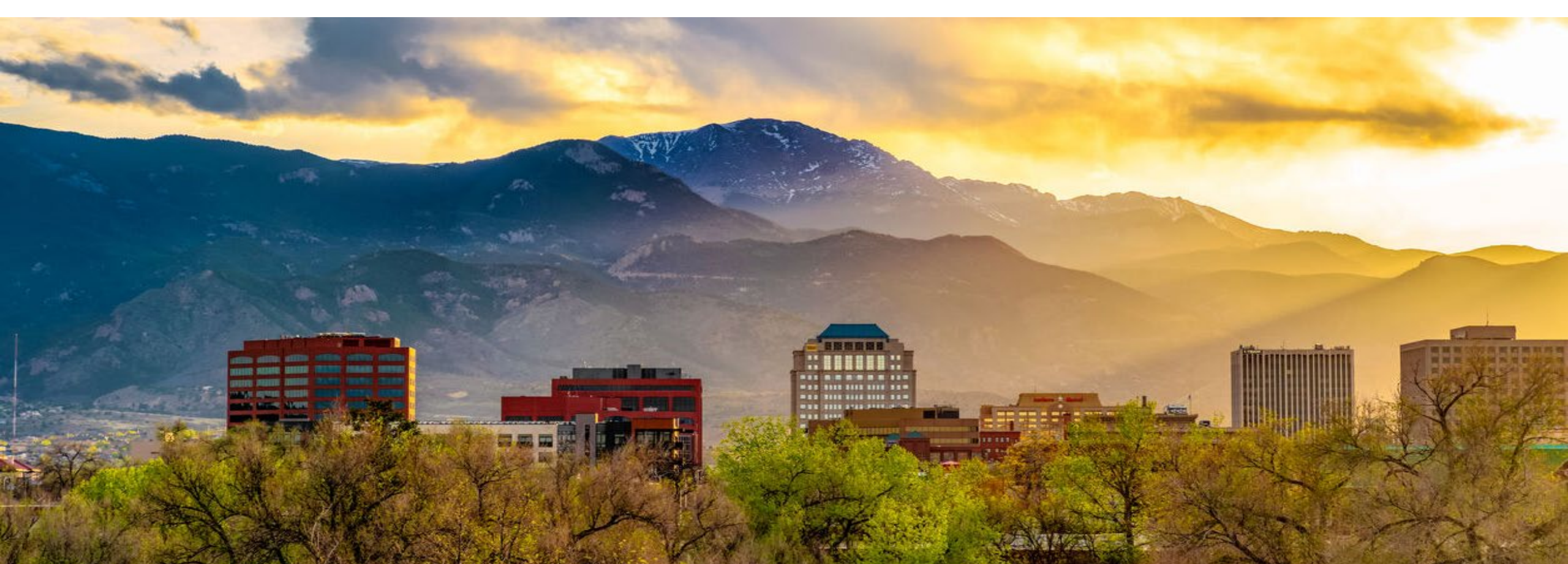
Office of the City Auditor
P.O. Box 2241
Colorado Springs, CO 80901

Report by phone:

719-385-2387

Report online:

<http://coloradosprings.gov/CityFraud>



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