Values

- People and Community.
- Integrity and Objectivity.
- Accountability and Transparency.
- Quality and Productivity.

Vision

Our work delivers value and impact for Denver and follows the highest professional standards.

Mission

We deliver independent, transparent, and professional oversight to safeguard and improve the public’s investment in the City and County of Denver. Our work is performed on behalf of everyone who cares about the city — including its residents, workers, and decision-makers.

Overall goals

- Produce impactful and quality audits that address important risks in the city.
- Deter wage theft, reduce the harms of poverty, and expand economic justice and fair competition through comprehensive wage and hour enforcement and education.
- Support a professional working environment in the Auditor’s Office where all team members are valued, engaged, and successful.
Auditor’s Office Values

**PEOPLE AND COMMUNITY**

- We attract, recruit, and retain the most qualified and ethical professionals.
- We encourage and value input and ideas from our team.
- We provide equitable opportunities for professional growth and advancement.
- We are committed to collaborating in both our internal operations and external interactions.
- We have a positive and inclusive workplace for people of all races, ethnicities, gender identities, and backgrounds.
- We are inspired by our work and by each other.

**INTEGRITY AND OBJECTIVITY**

- We treat one another with respect and trust in each other’s capabilities and intentions.
- Our professional ethics are beyond reproach.
- Our work is objective and fact-based and adds value to the city.
- We provide a safe space for communities and constituents of all races, backgrounds, education levels, and incomes to understand and assert their wage rights — free of interference or retaliation.

**ACCOUNTABILITY AND TRANSPARENCY**

- Communication, in any form and among all parties, is transparent, accurate, and complete.
- We are responsive and accessible to internal and external stakeholders.
- We play a central role in bringing greater transparency and oversight to taxpayer-funded activities.
- We stand by our commitments.
- We work with stakeholders and community partners to receive and incorporate feedback.

**QUALITY AND PRODUCTIVITY**

- We complete meaningful and impactful work to improve the city.
- We adhere to the highest professional standards.
- We produce quality, efficient, timely, and accurate work.
- We are a consistent and reliable source of information about city operations and performance.
- We encourage creativity and innovation toward continuous improvement.
- We look to immediate needs and circumstances without losing sight of the big picture.
Goals and Strategies List

Officewide

- Foster a positive, inclusive, and productive culture.
- Provide adequate resources and infrastructure to accomplish goals.
- Track and measure performance, and recognize and celebrate individual and team successes.
- Review the office’s mission, values, goals, and strategies to ensure they remain current and appropriate.
- Prioritize diversity, equity, inclusion, and accessibility, and approach our work with an equity lens.

Audit Services

- Execute a risk-based Audit Plan of impactful audits that focus on quality and timeliness.
- Maximize professional growth and team success.
- Support optimal performance through effective coaching and mentoring and by setting clear expectations.
- Focus on retention and recruiting efforts to ensure continued team growth.
- Ensure effective internal and external communication and foster a positive and supportive environment.
- Provide effective leadership and report on ASD performance.

Denver Labor

- Ensure all workers in Denver receive the wages they earn and that all employers can compete fairly.
- Provide a cutting-edge, community-centered approach to wage and hour enforcement.
- Serve as a high-quality resource for constituents and stakeholders.
- Create the most professional, streamlined, and user-friendly wage claims process in the country.
- Foster a safe, healthy, and productive work environment where employees can learn and grow.

Communications and Outreach

- Create awareness and enhance knowledge in the Denver community about the role and work of the Auditor’s Office.
- Create accessible, plain language, and visual content as part of a complete communications and outreach framework.
- Collaborate with Audit Services through the reporting process and by raising community awareness about results and recommendations.
- Collaborate with Denver Labor by educating workers, businesses, and community members about wage protections and laws.
- Encourage community engagement and empowerment in support of Auditor’s Office work by sharing impacts with external and internal stakeholders.
- Diversify outreach, platforms, and community risk assessment contributions to include all constituents and other city stakeholders.
**Foster a positive, inclusive, and productive culture.**

- Ensure effective and frequent internal communications.
- Prioritize and foster collaboration and teamwork among all staff and across all divisions.
- Lead by example to ensure respectful professional conduct among all staff.
- Maintain productive, but independent, relationships with other city officials and employees.
- Enable team interactions through meeting spaces and fun activities.
- Support a work-life balance for all staff.

**Provide adequate resources and infrastructure to accomplish goals.**

- Employ exceptional administrative, human resources, and support staff.
- Maintain and update workspaces and technology.
- Effectively manage office resources.
- Build cooperative connections with area universities.
- Maintain current guidance on office procedures.
OFFICEWIDE

Goals and Strategies

Track and measure performance, and recognize and celebrate individual and team successes.

- Track performance metrics of impactful reports and actions.
- Reward high performers with a variety of awards programs.
- Describe successes in the Annual Report and through ongoing external communications.
- Annually review employee performance and support ongoing feedback and goal-setting.
- Measure and respond to recruitment and retention goals.

Review the office’s mission, values, goals, and strategies to ensure they remain current and appropriate.

- Use performance results and stakeholder feedback to evaluate what changes are needed.
- Annually review and update this strategic plan, using officewide input, in the first quarter of each calendar year.

Prioritize diversity, equity, inclusion, and accessibility, and approach our work with an equity lens.

- Value and support all staff and give them the tools to advance social equity and racial and social justice.
- Integrate social equity and racial and social justice into officewide and division-level policies, practices, programs, and budget decisions to promote equitable outcomes.
- Effectively engage the community to promote equitable access and outcomes.
- Create and implement an officewide Diversity, Equity, Inclusion, and Accessibility (DEIA) Committee.
AUDIT SERVICES

Goals and Strategies

**INTENT** | We produce impactful, objective, and quality audits that strengthen evolving city operations and services, and we foster an internal culture of innovation, continuous improvement, and inclusion and engagement.

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**Execute a risk-based Audit Plan of impactful audits that focus on quality and timeliness.**

- Conduct a wide array of engagements and continuous auditing to cover risk categories such as finance, performance, compliance, technology, grants, construction, and cybersecurity.
- Perform a comprehensive risk assessment to inform our selection of audit projects.
- Provide flexible scheduling of audit project assignments to allow for adequate time, resources, use of technical specialists, and research and learning — while also responding to emerging risks.
- Perform consistent and effective quality assurance reviews in compliance with generally accepted government auditing standards and other professional requirements.
- Regularly update policies and procedures that focus on compliance with auditing standards as well as process improvements that promote standardization and efficiency across audit teams.
- Strive for tightly scoped audits.
- Implement HighBond audit software and leverage the most relevant capabilities of the system.

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**Maximize professional growth and team success.**

- Develop a training plan that includes diversified offerings to support professional development.
- Encourage staff to create professional development goals in Workday.
- Provide onboarding training and on-the-job coaching and mentoring to foster growth and development.
- Support professional certification goals for all staff.
- Provide professional growth opportunities involving Audit Committee presentations, external audit monitoring, third-party audit co-sourcing, and office committees or projects.
- Encourage participation in professional organizations and events, such as through writing articles, delivering presentations, joining committees and boards, or attending conferences.
Support optimal performance through effective coaching and mentoring and by setting clear expectations.

- Provide a supportive environment of coaching and mentoring.
- Annually review and update staff performance goals.
- Set and communicate clear expectations at the beginning of each audit.
- Provide timely feedback using post-project evaluations and performance memos at the end of all audit projects.
- Use personal manuals and DiSC profiles to inform and support individual learning and communication needs.

Focus on retention and recruiting efforts to ensure continued team growth.

- Partner with the office’s human resources manager to develop a recruiting plan.
- Develop a list of organizations to focus recruiting activities that will improve diversity among staff.
- Maintain a functional organizational chart to assist in recruiting individuals with needed skillsets.
- Regularly work with the Office of Human Resources to ensure job classification and compensation is equitable and competitive to attract and retain experienced and qualified staff.
AUDIT SERVICES
Goals and Strategies

Ensure effective internal and external communication and foster a positive and supportive environment.

- Provide updates to all staff by email following leadership meetings each month and encourage staff to provide input for the email communications.
- Establish an advisory committee to suggest ways to improve and develop methods for a reward and recognition system.
- Encourage participation in the Diversity, Equity, Inclusion, and Accessibility Committee.
- Hold quarterly “Time with Tim” meetings for associates, seniors, and leads and also host annual or ad hoc meetings with the deputy auditor.
- Ensure constructive working relationships and open communication with auditees and other internal and external stakeholders.
- Use team building and other fun activities at monthly in-person staff meetings and other division or officewide functions to encourage collaboration and communication in the hybrid working environment.

Values: People and Community; Integrity and Objectivity; Accountability and Transparency

Provide effective leadership and report on ASD performance.

- Gather input from staff on process improvements, training, communication, management, culture, etc., to inform leadership of staff needs.
- Provide a safe method for upward feedback to leadership to ensure they can effectively meet the needs and concerns of staff.
- Be available and accessible to all staff.
- Track audit performance metrics such as recommendation acceptance rates, implementation rates, and audit hours.
- Evaluate the Audit Services Division’s performance, identify areas for improvement, and communicate outcomes to stakeholders.
- Continue supporting a healthy work-life balance by monitoring hours and communicating proposed adjustments to audit managers and staff.

Values: People and Community; Integrity and Objectivity; Accountability and Transparency; Quality and Productivity
INTENT | We educate workers, businesses, and the community and enforce Denver’s wage and hour laws fairly and thoroughly, using the most effective tools and strategies available. We deter wage theft, reduce the harms of poverty, and expand economic justice through comprehensive wage and hour enforcement and education.

Ensure all workers in Denver receive the wages they earn and that all employers can compete fairly.

Values: Integrity and Objectivity; Accountability and Transparency; Quality and Productivity

- Investigate 100% of wage complaints.
- Audit 100% of certified payroll records, invoices, and city projects for prevailing wage compliance.
- Collect interest and damages in appropriate cases to fairly compensate workers.
- Use data, research, and internal experience to identify and proactively investigate industries and employers in the City and County of Denver that are likely to have violated Denver’s minimum wage and wage theft ordinances.
- Protect workers from retaliation by assuring anonymity, quickly addressing retaliation cases, and using our full range of remedial tools.
- Vigorously enforce wage and hour laws to create a level playing field for good-faith employers.

Provide a cutting-edge, community-centered approach to wage and hour enforcement.

Values: Accountability and Transparency; Quality and Productivity

- Use technology to streamline and automate analysis and investigations.
- Foster close working partnerships with community organizations, including industry groups, nonprofits, labor unions, and foreign consulates.
- Build trust — especially within historically disadvantaged communities — through stakeholder engagement, advocacy, and public meetings and events.
- Promote inclusion by ensuring all workers and employers can communicate with us.
- Conduct active investigations based on data, research, and credible information from community partners.
DENVER LABOR

Goals and Strategies

Serve as a high-quality resource for constituents and stakeholders.

Values: Integrity and Objectivity; Accountability and Transparency; Quality and Productivity

- Adopt an education-first approach to ensure employers understand their legal obligations and rights.
- Educate workers about their workplace rights through media, workshops, events, and word of mouth.
- Answer questions about Denver Labor’s legal interpretations and enforcement strategies.

Create the most professional, streamlined, and user-friendly wage claims process in the country.

Values: Accountability and Transparency; Quality and Productivity

- Collaborate with stakeholders and advocates to ensure all workers can find help from Denver Labor.
- Offer key materials, forms, and information in multiple languages, including English, Spanish, Vietnamese, and Amharic.
- Formalize and refine rules of legal interpretation and procedure.
- Ensure fast timelines for processing complaints by having adequate staff and ongoing training.

Foster a safe, healthy, and productive work environment where employees can learn and grow.

Values: People and Community; Integrity and Objectivity

- Guarantee work-life balance and manage workloads and responsibilities by hiring and effectively training new employees.
- Provide clear expectations and procedures to empower staff to understand and enforce the full range of rights protected by Denver Labor.
- Reorganize the division to create clear pathways of career advancement, promote an efficient organizational structure, and offer competitive salaries.
COMMUNICATIONS & OUTREACH

Goals and Strategies

**INTENT** | We clearly communicate the value and impact of audit work and wage ordinances with everyone who cares about Denver.

We seek to increase community awareness and support for Auditor's office work by communicating impact and value with clarity, accessibility, and inclusion.

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**Create awareness and enhance knowledge in the Denver community about the role and work of the Auditor’s Office.**

- Engage the community in positive relationships, including transparent and respectful conversations online and in person.
- Explain why the public should care about our work.
- Recognize the need to authentically engage with diverse groups.
- Share as much information on as many platforms and in as many formats as possible to encourage easy accessibility to diverse audiences.
- Work to accommodate media requests and questions in a timely manner.
- Implement community outreach measures across various channels.

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**Create accessible, plain language, and visual content as part of a complete communications and outreach framework.**

- Support healthy government through transparency and accountability.
- Acknowledge systemic biases and privilege and listen to the needs of the community to encourage equitable communication.
- Encourage team building and professionalism for all communications team members.
- Provide opportunities for professional growth among individuals and the team.
- Continually work with Auditor’s Office leadership.
- Maintain and annually update the office’s style guide, alt text guide, templates, and colors and fonts guides.
- Maintain and periodically update social media and media policies.
- Track and report on key metrics and milestones.
- Gather and store information from constituents to complement audit projects and demonstrate risks that might be analyzed in future audits.
**COMMUNICATIONS & OUTREACH**

*Goals and Strategies*

**Collaborate with Audit Services through the reporting process and by raising community awareness about results and recommendations.**

*Values: People and Community; Integrity and Objectivity; Accountability and Transparency; Quality and Productivity*

- Encourage and support collaboration and timely responses with audit teams.
- Review 100% of audit reports, public PowerPoints, and follow-up reports.
- Encourage plain language, accuracy, and accessibility.
- Work with audit teams to encourage consistent use of the office’s style guide and templates.
- Share input, perspectives, concerns, and audit ideas from the community throughout the audit process.
- Adhere to and promote best practices for reporting and communication techniques.
- Offer writing and readability guidance and trainings.
- Use reporting tools to highlight key points and impacts.

**Collaborate with Denver Labor by educating workers, businesses, and community members about wage protections and laws.**

*Values: People and Community; Integrity and Objectivity; Accountability and Transparency; Quality and Productivity*

- Build community trust in wage protection work.
- Connect workers with resources to recover their earned wages.
- Educate businesses about the resources available to them.
- Support businesses in complying with wage laws.
- Share examples of wage theft to raise awareness and deter similar violations.
- Annually report on restitution success, metrics, and data.
- Raise awareness about wage rights and protections.
Encourage community engagement and empowerment in support of Auditor’s Office work by sharing impacts with external and internal stakeholders.

- Explain why audits matter to the public.
- Share the results of audit work with external stakeholders using innovative tools and platforms.
- Share audit work and community engagement results with internal stakeholders.
- Build community trust through regular updates, transparent information sharing, and authentic conversations.
- Share audit and wage work with peer organizations to enhance the Auditor’s Office’s national reputation and build a broad base of support.
- Complete the annual Audit Plan, Annual Report, Denver Labor Wages Report, and Action Card.
- Monitor audit impacts.
- Celebrate and promote officewide wins.

Diversify outreach, platforms, and community risk assessment contributions to include all constituents and other city stakeholders.

- Prioritize equitable and accessible outreach for community members of all races; ethnicities; gender identities; intellectual, physical, and developmental disabilities; socioeconomic statuses; and backgrounds.
- Engage with diverse community groups to gain perspective on audit and wage work, as well as issues related to the city.
- Encourage diverse input and perspectives in the office by supporting a positive, inclusive, and productive culture.
- Create and maintain a language access plan.
- Produce materials and content in English, Spanish, and other languages to serve community needs.
- Work with elected leaders at the city and state levels when action is needed.
- Maintain awareness of the City Council’s legislative work.
- Cultivate an understanding of city leaders’ positions and efforts on issues related to audits.
- Inform audit teams of concerns raised by city leaders and constituents.
- Engage with a variety of businesses, consulates, community groups, registered neighborhood organizations, trades groups, advocacy groups, and other constituent organizations.