

# **OFFICE OF INSPECTOR GENERAL**

## ***PALM BEACH COUNTY, FLORIDA***



## **STRATEGIC PLAN UPDATE**

Fiscal Years 2012 – 2016

August 24, 2015

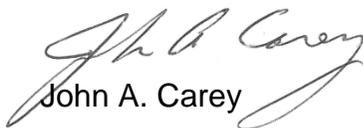
# Message from the Inspector General

The Office of Inspector General (OIG) is committed to promoting efficiency, effectiveness, and integrity in government. This Strategic Plan (Plan) describes our mission, vision, values, and strategy to accomplish our goals.

Our strategic planning process aligns objectives into actionable and measurable activities to ensure the Plan's success. In order to succeed in our challenging environment, the OIG must have a robust and focused strategic plan that represents our direction.

While our Strategic Plan provides the roadmap by which we plan to accomplish our goals and objectives, we will seek to remain agile to adapt the Plan as necessary. This will allow us to consistently improve our products and services.

I look forward to continue working with the highly skilled and dedicated OIG team in fulfilling our mission. With this said, I recognize that guarding taxpayers' dollars, making government better, and rooting out fraud, waste, and abuse is a team effort that goes far beyond the OIG. In this regard, I look forward to our continued work with those in and outside of government to enhance public trust in government.

A handwritten signature in black ink, appearing to read "John A. Carey". The signature is fluid and cursive, with a large initial "J" and "C".

John A. Carey

Inspector General

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## BACKGROUND

The Palm Beach County, Office of Inspector General (OIG) was established (pursuant to Palm Beach County Code, Article XII, Section 2-422) in order to promote economy, efficiency, and effectiveness in the administration of, and as its priority, to prevent and detect fraud and abuse in programs and operations administered or financed by the county or municipal agencies. The organization and administration of the OIG is independent to assure that no interference or influence external to the OIG adversely affects the objectivity and effectiveness of the Inspector General.

The office is authorized, in part, to:

- Receive, review, and investigate complaints regarding any municipal or county-funded projects, programs, contracts, or transactions;
- Establish a “hotline” to receive complaints;
- Review and audit past, present, and proposed county or municipal programs, accounts, records, contracts, change orders, and transactions;
- Attend county or municipal meetings relating to the procurement of goods or services;
- Negotiate agreements with other public entities to provide independent oversight of such public entities; and
- Publish results of audits, investigations, and reviews.

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The OIG’S jurisdiction includes the County, 38 municipalities, and other public entities that contract for OIG oversight. This also extends to contractors, subcontractors, lower tier subcontractors, grantees, and sub-grantees of the county, 38 municipalities, and other public entities within OIG jurisdiction.

In January 2012, the OIG issued its first strategic plan covering Fiscal Years 2012-2016. The development and utilization of the strategic plan, which outlined the direction and needs of the office at that time, was a critical planning tool. We subsequently updated the strategic plan in April 2013 with the OIG management team and more recently in August 2015.

# MISSION, VISION, AND VALUES

## Mission Statement (Why we exist and What we do)

Our purpose (why we exist) is to provide independent and objective, insight, oversight, and foresight in promoting efficiency, effectiveness, and integrity in government.

Our promise (what we do) is to accomplish this through audits, investigations, and contract oversight activities.

## Vision Statement (Where we are going)

To lead as a catalyst for positive change throughout local governments and public organizations in Palm Beach County with an inspired and skilled team that strives for continuous improvement.

## Values (What we believe and How we behave)

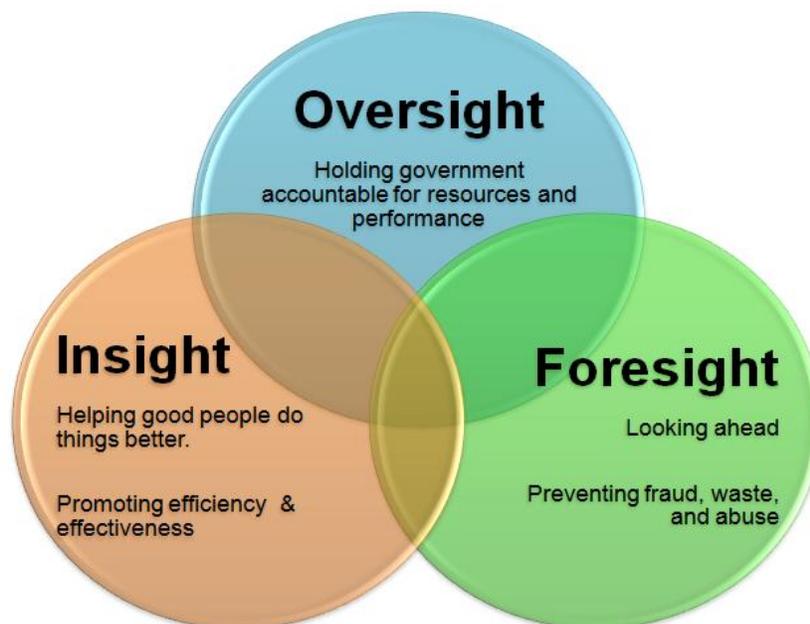
Professionalism – We take pride in our purpose, profession, products, results, and conduct.

Respect – We are respectful of others and recognize their value.

Integrity – We do the right thing, the right way, for the right reason.

Dedication – We are dedicated to our purpose, our work, and our community.

Excellence – We strive for excellence in everything we do.



## STRATEGIC GOALS

To meet our mission, we have established the following goals, strategies for reaching those goals, and performance measures by which we will evaluate our performance.

**Goal 1:** Promote integrity, accountability, and transparency in government and improve the efficiency and effectiveness of operations.

**Goal 2:** Encourage fair and open competition in government procurements.

**Goal 3:** Expand and improve communications and engagement between the OIG, government employees, and the public that increases OIG effectiveness.

**Goal 4:** Achieve organizational excellence in carrying out the mission of the OIG.

### Strategies for Goal 1

To achieve Goal 1: ***Promote integrity, accountability, and transparency in government and improve the efficiency and effectiveness of operations***, the OIG will:

- Conduct independent audits, investigations, reviews, and contract oversight activities that detect, deter, and prevent fraud, waste, mismanagement, misconduct, and other abuses.
- Continuously assess risk in order to concentrate OIG resources and efforts on issues that have the greatest impact and usefulness to the stakeholders with emphasis on safeguarding public resources, strengthening contract processes, and improving internal controls.
- Conduct audits and contract oversight activities and reviews that help improve program results, strengthen internal controls, improve the efficiency and effectiveness of operations and correct systemic weaknesses.
- Conduct investigations and reviews that result in timely, factual, and accurate reports that contain pertinent information, identify misconduct and/or internal control deficiencies, and make recommendations that will prevent or mitigate employee wrongdoing and the risk of future losses.
- Help ensure timely and effective implementation of OIG recommendations and corrective actions.

## **Performance Measures for Goal 1**

OIG will measure its performance under Goal 1 by tracking the following:

- Return on investment into the OIG as determined by identified costs, questioned costs, recoveries, and avoidable costs.
- Number of audits, investigations, contract reports and other related products issued.
- Percentage of OIG recommendations implemented by management.
- Percentage of OIG corrective actions implemented by management.
- Percentage of audits, investigations, and contract reports completed within a specified timeframe.
- Number of value-added activities that occur at the request of a government entity.

## **Strategies for Goal 2**

To achieve Goal 2: ***Encourage fair and open competition in government procurements***, the OIG will:

- Increase awareness of sound procurement practices.
- Strengthen procurement practices by promoting consistency among government entities under the jurisdiction of the OIG.
- Provide trainings, information on best practices, red flags, and lessons learned.
- Increase awareness of the competition solicitation process in a effort to facilitate the reduction in non-competitive procurements.

## **Performance Measures for Goal 2**

OIG will measure its performance under Goal 2 by tracking the following:

- The positive impact of OIG reports to the business community.
- The reduction in non-competitive (emergency purchases, direct negotiation, sole source, renewal/extended) procurements.

## **Strategies for Goal 3**

To achieve Goal 3: ***Expand and improve communications and engagement between the OIG, government employees, and the public that increases OIG effectiveness***, the OIG will:

- Continue its communication efforts by engaging in outreach which will include, but not limited to:
  - Stakeholders, Civic Groups and Chambers of Commerce meeting;
  - County and City Manager topic sessions;
  - New Employee On-boarding, Leadership/Supervisory classes;
  - Town Hall meetings; HOA/Civic organization meetings;
  - Utilize government resources for distribution of OIG quarterly publications (e.g. Count-e-Line Newsletter);
  - Educate public entities and government employees on Whistle-blower law;
  - Continue to enhance and expand social media outlets (e.g. OIG website, Facebook, Twitter); and
  - Offer training as needed and/or requested.

## **Performance Measures for Goal 3**

OIG will measure its performance under Goal 3 by tracking the following:

- Number of speeches, trainings, and on-site awareness presentations conducted;
- Number of correspondences received that contain allegations of fraud, waste, and/or abuse;
- Number of correspondences received from employees;
- Other government and public feedback; and
- Number of correspondences resulting in an actionable item (items to be counted would include investigations, management inquiries, management reviews, audits, and contract reviews).

## **Strategies for Goal 4**

To achieve Goal 4: ***Achieve organizational excellence in carrying out the mission of the OIG***, the OIG will:

- Recruit, develop, and retain a highly qualified, diverse workforce with the knowledge, skills, and abilities, to meet current and emerging mission requirements.
- Ensure the integrity of the OIG operations by maintaining effective quality assurance systems that adhere to established professional standards.
- Foster an environment of open communication, respect for ideas, and understanding of the value of each individual's contribution to promote employee satisfaction and motivation.
- Produce high quality, timely, and relevant work products.
- Maintain OIG ethical standards and core values.
- Provide OIG staff with the support and direction necessary to achieve the OIG mission.

## **Performance Measures for Goal 4**

OIG will measure its performance under Goal 4 by:

- Professional Standards – Accreditation and Peer Review.
- Training to maintain certifications in individual disciplines.
- Employee satisfaction feedback.
- Internal Promotions / Staff Development.



## **REPORT FRAUD, WASTE OR ABUSE**

To report alleged fraud, waste, abuse, mismanagement or misconduct relative to county or municipal government, Children's Services Council or Solid Waste Authority, use one of the following methods:

- Complete complaint form on web site at [www.pbcgov.com/OIG](http://www.pbcgov.com/OIG) and send to [Inspector@pbcgov.org](mailto:Inspector@pbcgov.org)
- Write to Office of Inspector General, Palm Beach County, P.O. Box 16568, West Palm Beach, Florida 33416
- Call the Office of Inspector General HOTLINE at: (877) 283-7068