

# **OFFICE OF INSPECTOR GENERAL**

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



## **STRATEGIC PLAN**

Fiscal Years 2012 – 2016

January 31, 2012

# Message from the Inspector General

The Office of Inspector General (OIG) is committed to ensuring the citizens of Palm Beach County have a transparent, accountable, and effective county and local government.

The OIG acts as the eyes and ears of the public in overseeing County and Local government within Palm Beach County. Our office carries out that mission by auditing and investigating local government administrative wrongdoing, poor management practices, waste, fraud, and other abuses by elected and appointed county and municipal officials, employees, county and municipal agencies and instrumentalities, contractors, sub-contractors and other parties doing business with the county and municipality and/or receiving county or municipal funds.

Our strategic planning process aligns objectives into actionable and measureable activities to ensure the plan's success. In order to succeed in this 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 over the next five years, we will periodically consult with our stakeholders and use the feedback we receive to revise the Plan as necessary. This will allow us to consistently improve our products and services. We will also continue to assess the impact of our work in order to maximize the effectiveness of our efforts and resources.

Our Strategic Plan's vision, mission, values and goals are a fundamental beginning to our commitment to manage and work by those standards. This Plan must be the driving force for our everyday workload. We must also create a team atmosphere in which staff members use this document as a guideline for reaching our goals. Only in this way will we see our mission, "Enhancing Public Trust in Government" become reality.

Sheryl G. Steckler

Inspector General

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# OFFICE OF INSPECTOR GENERAL

## PALM BEACH COUNTY

### **Mission:**

Enhancing Public Trust in Government

### **Vision:**

A high level of accountability, integrity, efficiency and effectiveness in the operations of the County and municipal governments, thereby increasing the general public's confidence and trust in government.

### **Core Values:**

- **Leadership:** We lead by example, demand excellence from ourselves, to work with commitment to the mission, to remain humble and to always treat people with dignity and respect.
- **Professionalism:** We are governed by standards and a code of ethics. We ensure high quality of service and conduct ourselves with honor and integrity.
- **Accountability:** Our commitment is to deliver value added service and to accept full responsibility for our actions.
- **Communication:** We convey our findings and recommendations clearly, concisely, and with fact finding support.
- **Sense of Urgency:** We recognize and act on issues that require immediate attention. We are proactive in our actions and flexible in our thinking.
- **Teamwork:** We challenge each other cooperatively to make progress every day. We work together at all levels in developing and continually improving our processes.
- **Innovative:** We strive to be creative and bring new ideas in performance of our duties.

## Strategic Plan

The Office of Inspector General (OIG), Palm Beach County, Strategic Plan for fiscal years (FY) 2012 through 2016 sets forth our mission, vision, and goals for the next five years. Palm Beach County Office of Inspector General 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 any 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 entity; and
- Publish results of audits, investigations and reviews.

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The OIG program mission is to enhance the public’s trust in government by investigating, detecting, deterring, preventing and eradicating fraud, waste, mismanagement, misconduct, and other abuses in 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.

**OIG Goals:** To meet our mission, we have established the following overarching goals, strategies for reaching those goals, and performance measures by which we will evaluate our performance. The first goal focuses on our responsibilities under the Code to promote economy, efficiency, and effectiveness and to prevent and detect fraud, waste and abuse. The second and third goals focus on the internal functions of the OIG and provide the foundation for our capacity to achieve the other goals now and in the future. The fourth goal focuses on the community’s need to understand the OIG’s role and value to the community, government and business community.

**Goal 1:** Conduct independent audits, reviews and investigations that detect, deter and prevent fraud, waste, mismanagement, misconduct, and other abuses; that increase efficiency and effectiveness; and strengthen internal controls in County and municipal government

**Goal 2:** Maintain a high quality, effective and objective organization

**Goal 3:** Provide OIG staff with the support and direction necessary to achieve the OIG mission

**Goal 4:** Inform and educate all affected persons and entities as to the role, benefit and value of the OIG

## ***Strategies for Program Goal 1***

To achieve Goal 1, ***Conduct independent audits, reviews and investigations that detect, deter and prevent fraud, waste, mismanagement, misconduct, and other abuses; that increase efficiency and effectiveness; and strengthen internal controls in County and municipal government***, the OIG will:

- 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, inspections and other contract oversight activities and reviews in order to evaluate program results, identify indicators of fraud, waste, and abuse; review internal controls; provide technical assistance; identify systemic weaknesses; and make recommendations for improvement in programs and operations
- Establish an effective system for encouraging the reporting of fraud, waste and abuse
- Conduct objective 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

## ***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 recoveries, questioned costs and cost avoidance
- Number of audits, investigations, reports, contract reviews issued

- Number of recommendations made compared to number implemented
- Number of corrective actions recommended compared to number taken
- Percentage of audits, investigations, contract reviews completed within a specified time frame

## ***Strategies for Program Goal 2***

To achieve Goal 2, ***Maintain a high quality, effective and objective organization***, the OIG will:

- Hire, develop, and retain highly qualified, diverse workforce with the knowledge, skills and abilities to meet current and emerging mission requirements
- Support the integrity of the OIG operations by maintaining an effective quality assurance system that adheres to established 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

## ***Performance Measures for Goal 2***

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

- Assessment of employee annual performance review
- Results of peer reviews and accreditation status
- OIG staff survey

## ***Strategies for Program Goal 3***

To achieve Goal 3, ***Provide OIG staff with the support and direction necessary to achieve the OIG mission***, the OIG will:

- Maintain the OIG ethical standards and core values
- Ensure the availability of adequate budget and resources to accomplish the OIG mission
- Provide timely, state of the art information technology support

### ***Performance Measures for Goal 3***

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

- Percentage of staff completing annual ethics training
- Number of supplemental budget requests made during the year
- Percentage of time network and/or OIG systems were unavailable

### ***Strategies for Program Goal 4***

To achieve Goal 4, ***Inform and educate all affected persons and entities as to the role, benefit and value of the OIG***, the OIG will:

- Enhance the communication and access to and from the OIG by continuously making improvements to website
- Conduct proactive initiatives to detect, deter and prevent fraud, waste and abuse
- Develop public relations capacity to facilitate awareness of the OIG's role and mission
- Communicate to citizens, government, business community, and academia the value and accomplishments of the OIG

### ***Performance Measures for Goal 4***

OIG will measure its performance under Goal 4 by tracking the following:

- Increase in the number of visits to OIG website
- Number of presentations and trainings provided
- Increase in number of contacts/interactions with citizen groups
- Increase in citizens' understanding of OIG's value