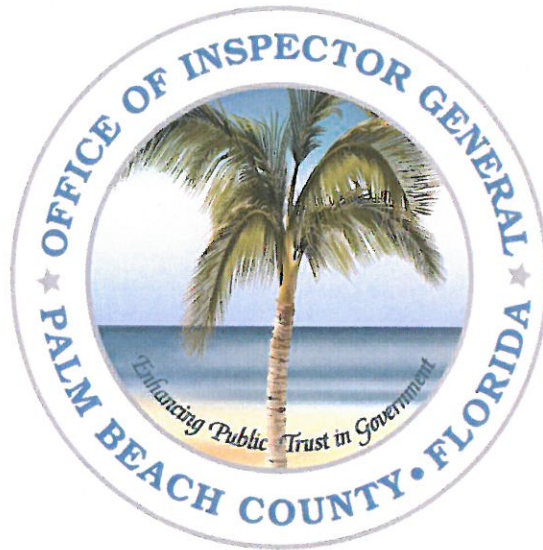


OFFICE OF INSPECTOR GENERAL

PALM BEACH COUNTY, FLORIDA



STRATEGIC PLAN UPDATE

Fiscal Years 2012 – 2016

June 4, 2014

INTRODUCTION

In January 2012, the Office of Inspector General (OIG), Palm Beach County, issued its first strategic plan covering Fiscal Years 2012-1016. 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.

The **Goals** during that time period were:

- 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 entities under OIG jurisdiction.
- 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.

In April 2014, the Inspector General (IG), held a strategic planning session with the entire office. The staff focused on the next two years discussing how they will continue to add value in changing the ethical environment.

During the first four years of operation, we have seen systemic issues and trends where internal controls are either not in place or in need of strengthening and patterns of procurement practices that do not encourage the use of open and competitive selection. As such, this strategic plan has shifted focus from an educational approach of who are we and what we do, to areas where we can add value to the economic engine of the community.

The entire OIG participated in discussing our accomplishments and what our focus should be going forward. As such, the following four goals will provide the OIG direction to continue with our mission of *Enhancing Public Trust in Government*.

- 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:** Enhance the environment in which employees, the business community, and the public report their concerns related to fraud, waste, and abuse of government funds and/or operations, and keep stakeholders fully informed of OIG programs, activities, and results.
- Goal 4:** Achieve organizational excellence in carrying out the mission of the OIG.

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

UPDATE

The Office of Inspector General (OIG), Palm Beach County, Strategic Plan update for fiscal years (FY) 2012 through 2016 sets forth our mission, vision, and new focused goals for the next two (2) years. The 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 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.

The OIG’S 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.

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:** Enhance the environment in which employees, the business community, and the public report their concerns related to fraud, waste, and abuse of government funds and/or operations, and keep stakeholders fully informed of OIG programs, activities, and results.
- 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, and contract reports 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.
- Champion legislation under § 287.055, Florida Statutes – Procurement of Personal Property and Services.

Performance Measures for Goal 2

- Evaluate the positive impact of OIG reports to the business community.
- Measure the reduction in non-competitive (piggyback, sole source, renewal/extended) procurements.
- Measure the reduction in bid protests.
- Measure impact of attending industry trade meetings.

Strategies for Goal 3

To achieve Goal 3: *Enhance the environment in which employees, the business community, and the public report their concerns related to fraud, waste, and abuse of government funds and/or operations, and keep stakeholders fully informed of OIG programs, activities, and results*, the OIG will:

- Continue its marketing efforts:
 - Business stakeholders, Civic Groups and Chambers of Commerce;
 - County and City Manager topic sessions;
 - New Employee On-boarding, Leadership/Supervisory classes;
 - Town Hall meetings;
 - Communicate OIG role to entities/unions that contract with the government;
 - Utilize government resources for distribution of OIG quarterly publications (e.g. County E/Line, IG column);
 - Educate on Whistle-blower law; and
 - Continue to enhance OIG website.
- Relationship Building:
 - Field Days with entities under OIG jurisdiction.
 - 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.

- 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

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