



# Strategic Plan

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## 2023 - 2028

### **Insight**

Promoting efficiency  
and effectiveness

### **Oversight**

Holding government  
accountable

### **Foresight**

Preventing fraud,  
waste, and abuse

*“Enhancing Public Trust in Government”*

# Message from the Inspector General

**Our mission:**

***To promote integrity, efficiency, and effectiveness in government in order to enhance public trust.***

Our previous Palm Beach County Office of Inspector General (OIG) *Fiscal Years 2017-2022 Strategic Plan*'s vision statement was "to promote positive change throughout local governments and public organizations in Palm Beach County with an inspired and skilled team that strives for continuous improvement." I'm proud to report that we have, in fact, fulfilled that vision. Today, we are promoting positive change with an inspired and skilled OIG team. This vision came about by executing our strategic plan. By seeking ways to continuously improve our risk assessments and being adaptable to our changing environment, we increased our ability to promote positive change in local government. Through recruiting, hiring, training, and mentoring, today we have a truly inspired and skilled OIG team. Now it's time to move on to a new vision and a new plan to achieve that vision - *OIG Fiscal Years 2023-2028 Strategic Plan*.



*"A vision, without a plan, is just a hallucination." Will Rogers*

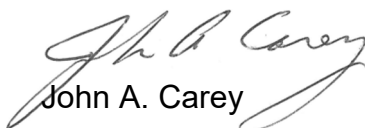
This Strategic Plan describes our mission, vision, values, and strategy to accomplish our goals. While our Strategic Plan provides the roadmap by which we plan to accomplish our goals and objectives, we will remain agile to adapt this Plan as necessary.

*"Be stubborn about the vision, but flexible with your plan." John C. Maxwell*

I look forward to continue working with the highly skilled and dedicated OIG team in fulfilling our mission and vision. 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, **our new vision is:**

***A high-performance team partnering with informed stakeholders making positive impact in government and increasing public trust.***

Regards,

  
John A. Carey

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## **BACKGROUND**

In December 2009, the County Commissioners adopted an ordinance that established the OIG to oversee County government. In November 2010, 72% of the voters approved a countywide referendum to amend the County Charter and permanently establish the OIG. A majority of voters in each of the then-38 County municipalities approved an expansion of OIG jurisdiction to cover all municipalities within the county. Today, there are 39 municipalities and two special taxing districts under the OIG's jurisdiction.

The IG Committee selected Sheryl G. Steckler as the County's first IG in June 2010. The OIG enabling legislation, known as the IG Ordinance, was drafted in 2011 by the IG Drafting Committee, which was comprised of representatives from the municipalities, County, PBC League of Cities, citizens appointed by the County, and the Inspector General. Once completed, the IG Ordinance was unanimously approved by the County Commissioners effective June 1, 2011. John A. Carey became the County's second IG in June 2014.

The purpose, duties, and responsibilities of the OIG are specified in the IG Ordinance (Article XII, Section 2-422 and 2-423, Palm Beach County Code). The IG Ordinance is available on our website at: [https://www.pbcgov.com/OIG/docs/ordinances/4\\_C\\_ORD\\_2011-009\\_0517.pdf](https://www.pbcgov.com/OIG/docs/ordinances/4_C_ORD_2011-009_0517.pdf).

**The Office of Inspector General has the authority to receive, review, and investigate complaints regarding any municipal or County funded programs, contracts, or transactions.**

**We can review and audit past, present, and proposed municipal or County funded projects, programs, contracts, or transactions.**

The *Fiscal Years 2023-2028 Strategic Plan* is the OIG's third strategic plan.

# MISSION, VISION, AND VALUES

## **Mission Statement**

To promote integrity, efficiency, and effectiveness in government in order to enhance public trust in government.

To provide independent and objective insight, oversight, and foresight through audits, investigations, contract oversight, reviews, and outreach activities.

## **Vision Statement**

A high-performance team partnering with informed stakeholders making positive impact in government and increasing public trust.

## **Values**

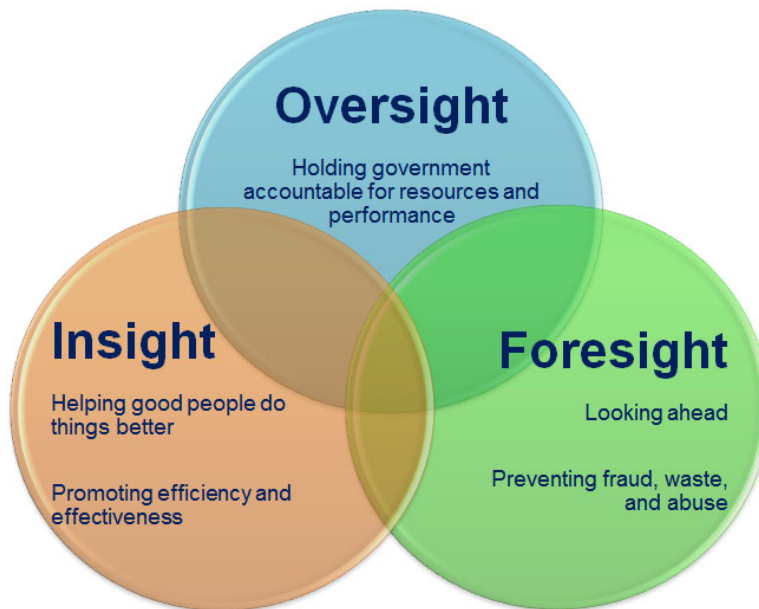
**P**rofessionalism – We take pride in our purpose, profession, products, results, and conduct.

**R**espect – We are respectful of others and recognize their value.

**I**ntegrity – We do the right thing, the right way, for the right reason.

**D**edication – We are dedicated to our purpose, our work, and the people we serve.

**E**xcellence – We strive for excellence in everything we do.



## **Our Motto**

***“Enhancing Public Trust in Government”***



## **Strategies for Goal 1**

To achieve Goal 1: ***Deliver Results That Promote Integrity, Excellence and Accountability in Government***, the OIG will:

- Conduct independent audits, investigations, contract oversight activities and reviews that detect, deter, and prevent fraud, waste, mismanagement, misconduct, and other abuses.
- Develop recommendations that provide value and promote efficiency and effectiveness in government.
- Perform research and outreach that identify trends and emerging risks.
- Enhance our risk-based approach for selecting and executing projects.
- Focus efforts on most critical and relevant areas and issues.
- Improve records management to enhance information accessibility and retrieval.
- Promote timely and effective implementation of OIG recommendations through regular follow-up and monitoring activities.

### **Performance Measurement Indicators for Goal 1**

- A high percentage of OIG recommendations issued, accepted, and implemented.
- Continual review and risk assessment of the Intake complaint triage process to ensure a focus on most critical areas.
- Resources assigned according to priorities based on a risk assessment.
- Reduced unnecessary records redundancy and records disposal time
- Consistent record keeping and file storage systems.
- Return on investment as determined by identified costs, questioned costs, and avoidable costs.

***“Excellence is the result of always striving to do better.”***  
**Pat Riley**

## Strategies for Goal 2

To achieve Goal 2: ***Strengthen Relationships and Build Trust with External Stakeholders***, the OIG will:

- Conduct a marketing campaign to build awareness of the OIG, role, impact, and value.
- Increase workforce awareness and access to the OIG.
- Increase actionable tips to the OIG intake process.
- Engage employees and stakeholders to solicit input.
- Increase use of social media.
- Increase communication of Best Practices and Lessons Learned.

### Performance Measurement Indicators for Goal 2

- Increased website and social media platform traffic.
- Increased external engagements.
- Increased OIG Hotline calls and email complaints.
- Increased external training engagements.





## **Strategies for Goal 3**

To achieve Goal 3: **Maximize Organizational Effectiveness**, the OIG will:

- Improve timeliness of reports while maintaining the highest of quality standards.
- Recruit and retain a diverse workforce.
- Promote relevant continuous learning and professional development opportunities.
- Improve the availability, integration, and use of technology.

### **Performance Measurement Indicators for Goal 3**

- Increased number of work products completed within a year from the commencement of investigation/engagement.
- A diverse workforce with a high retention rate.
- Increased professional training opportunities.
- Office wide access to and usage of current and relevant technology

***"People are not your most important asset. The right people are."  
Jim Collins***

*To ensure success in accomplishing our mission, the OIG hires highly qualified individuals who not only reflect the diversity of the community, but also have the necessary level of skills, abilities, and experience for their respective positions on the OIG team. Staff members bring an array of experiences from the Federal and State IG Communities; the Federal Bureau of Investigation; not-for-profit community based organizations; and federal, state, and local government.*

# STANDARDS, ACCREDITATION, AND STAFF QUALIFICATIONS

## Peer Reviews by the Association of Inspectors General



The Association of Inspectors General (AIG) is a national professional organization comprised of IGs from federal, state, and local government. The AIG *Principles and Standards for Offices of Inspector General* is one of the main standards we use. It provides guidelines for the overall operations of OIGs, as well as, specific standards for investigations, audits, and other IG related activities. OIG audits are performed in accordance with *Generally Accepted Government*

*Auditing Standards* (Yellow Book). In 2015, 2018, and most recently September 2021, the AIG peer reviewed the OIG. **The AIG found our office met all current and relevant standards.**

## Commission for Florida Law Enforcement Accreditation

The Commission for Florida Law Enforcement Accreditation (CFA) is the designated accrediting body for law enforcement and OIGs within the State of Florida. Not every State law enforcement agency nor OIG obtains or maintains this high standard of accreditation. The OIG received its initial accreditation from the CFA in 2012, and was re-accredited in 2015 and 2018, and most recently in February 2021. **CFA Assessors noted the OIG was 100% in compliance with standards set by CFA.**



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