

# City of Jacksonville Office of Inspector General



## Strategic Plan Fiscal Years 2018-2022

August 14, 2017

# Message from the Inspector General

To the elected leaders, employees and citizens of Jacksonville, it was a true honor when the Inspector General Selection and Retention Committee selected me for the privilege of leading the Office of Inspector General (OIG) for the City of Jacksonville.

Although I'm new, the OIG is not. The independent office has been in existence since October of 2014 and has had jurisdictional responsibility for the entire consolidated government since January 1, 2016. Although in existence since 2014, the OIG did not reach its current staffing of 8 full-time employees and 1 part-time employee until this past year. At the time of the hiring of the first investigator, the OIG already had received 19 complaints. This number would rise to 100 complaints by the time a second investigator was hired in September of 2015. The office currently has a staff of 3 investigators, a finance / intake unit manager, an auditor, a contract oversight specialist, a part-time executive assistant, a deputy inspector general and an inspector general.

This document represents the first attempt to provide a measurable roadmap for the success of the office. This document was developed in conjunction with the dedicated professionals who make up the OIG team. It is my hope that this Strategic Plan will assist the OIG in moving forward to the next milestone for the office: accreditation by the Commission for Florida Law Enforcement Accreditation, Inc. Accreditation provides a means of peer review of the OIG processes and policies to ensure the OIG is complying with an accepted set of standards for OIG offices. This accreditation is a significant milestone not only for the office, but more importantly for the employees, who have worked tirelessly over the last 3 years to give rise to the office, and finally and most importantly, to the citizens of Jacksonville, who voted in favor of the office and its expansion.

It is my sincere hope that by the time our office develops the next Strategic Plan, the OIG has cemented its place as the premier oversight organization within the consolidated government. It is my honor and privilege to lead the dedicated men and women of the OIG as we work on behalf of the citizens of Jacksonville.

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# Background

The OIG was established by ordinance in October of 2014. In March of 2015, a Charter Referendum expanded the jurisdiction of the OIG. The expansion of jurisdiction was effective on January 1, 2016. The OIG was created to provide increased accountability, integrity, and oversight of the entire consolidated government, to assist in promoting economy and efficiency, improving agency operations, and deterring and identifying fraud, waste, and abuse. The OIG has oversight responsibility for the entire consolidated government to include the independent agencies, constitutional officers and Duval County School Board. The OIG does not have oversight of the Office of the State Attorney or the Office of the Public Defender. Per Section 602.301, the OIG is independent to assure that no interference or influence external to the OIG adversely affects the independence and objectivity of the OIG.

A portion of the duties of the OIG include:

- Review and evaluate internal controls to protect the resources of the entire consolidated government against waste, fraud, inefficiency, mismanagement, misconduct, and other abuses;
- Conduct investigations, audits, contract oversight and reviews, issue reports and make recommendations in accordance with applicable laws, rules, regulations, policies, and past practices;
- Establish a “hotline” to receive complaints;
- Review referrals from the Director of the Office of Ethics, Compliance and Oversight;
- Monitor, inspect, and review the operations, activities, performance, and processes related to the procurement of goods and services of any part of the consolidated government; and
- Publish results of audits, investigations, and reviews.

# **Mission, Vision, and Values**

## **Mission Statement**

Enhancing public trust in government through independent and responsible oversight.

## **Vision Statement**

To serve as the driving force to unite stakeholders; to include the citizens, employees, elected leaders, and civic organizations; in ensuring the efficient, effective and responsible use of government funds throughout the consolidated government by conducting outreach to educate individuals about the office and providing assistance through our core functions of investigations, audits, and contract oversight.

## **Values**

**Integrity:** We must respect both the letter and spirit of the law, policy, or regulation and are free from any financial, social or other obligations that might reasonably be an influence on the performance of our duties.

**Respect:** We must treat all individuals that come in contact with our office with dignity and courtesy at all times.

**Urgency:** We must understand the impact of our work on individuals and the government and always strive to act with diligence, accuracy, and efficiency in the performance of our tasks.

**Objectivity:** We must be impartial in our work and only rely on the facts. Our reports must be accurate, fair, and understandable.

**Professionalism:** We must comply with applicable standards and accreditation requirements. Our team will maintain professional credentialing through continuing education.

# Strategic Goals

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

Goal 1: Focus on increasing the efficiency and effectiveness of government in an effort to ensure the consolidated government serves as a good steward of the funds provided by the citizens of Jacksonville.

Goal 2: Ensure effective and appropriate oversight of the procurement process throughout the consolidated government, from bid development through contract execution.

Goal 3: Conduct outreach to the consolidated government and the citizens of Jacksonville in order to solicit input on ways to increase the efficiency and effectiveness of the consolidated government while educating all stakeholders on our office.

Goal 4: Maintain a team of high performing experts in investigations, audits, and contract oversight through continuing education and professional certifications.

## Strategies for Goal 1

To achieve Goal 1: *Focus on increasing the efficiency and effectiveness of government in an effort to ensure the consolidated government serves as a good steward of the funds provided by the citizens of Jacksonville*, the OIG will:

- Conduct independent audits, investigations, reviews, and contract oversight activities that detect, deter, and prevent fraud, waste, mismanagement, misconduct, and other abuses;
- Continually assess internal processes and resources of the consolidated government in order to allocate OIG resources and efforts in areas having the greatest impact to the consolidated government with an emphasis on

safeguarding public resources, strengthening contract processes, and improving internal controls;

- Examine policies and procedures and recommend improvements to increase the effectiveness and efficiency of the consolidated government;
- Work collaboratively with the Office of Ethics, Compliance and Oversight, the Office of the State Attorney for the Fourth Judicial Circuit, the Council Auditor, and other local, state and federal agencies to further the efficiency and effectiveness of the consolidated government;
- Ensure timely and effective implementation of OIG recommendations and corrective actions; and
- Examine the various offices, agencies, boards, and commissions of the consolidated government and make recommendations to eliminate duplicative or redundant functions.

## Performance Measures for Goal 1

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

- Number of audits, investigations, contract oversight reports, and other related products issued;
- Percentage of audits, investigations, and contract oversight reports completed within a specified timeframe;
- Percentage of OIG recommendations implemented by management;
- Percentage of OIG corrective actions implemented by management;
- Number of referrals to/from outside organizations to include the Office of Ethics, Compliance and Oversight, the Office of the State Attorney for the Fourth Judicial Circuit, the Council Auditor, and other local, state and federal agencies;
- Total dollar value of quantifiable cost savings to the consolidated government through OIG oversight activities and recommendations; and
- Total number of contacts the OIG has in a fiscal year.

## Strategies for Goal 2

To achieve Goal 2: *Ensure effective and appropriate oversight of the procurement process from bid development through contract execution by the entire consolidated government*, the OIG will:

- Attend procurement/contract administration meetings and boards to examine the process;
- Identify those procurement/contract administration processes susceptible to higher risk and make recommendations to reduce the risk;
- Promote consistency and adherence to the procurement/contract administration process; and
- Enhance employee understanding on the procurement/contract administration process to include best practices, red flags, and lessons learned.

## Performance Measures for Goal 2

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

- Number of procurement meetings attended;
- Percentage of recommendations made compared to recommendations implemented;
- Total dollar value of quantifiable cost savings to the consolidated government through OIG contract oversight activities and recommendations;
- Number of policy changes implemented to procurement/contract administration law, regulation, or policy as a result of OIG recommendations or action; and
- Number of events attended or/and conducted in support of education or outreach.

## Strategies for Goal 3

To achieve Goal 3: *Conduct outreach to the consolidated government and the citizens of Jacksonville in order to solicit input on ways to increase the efficiency and effectiveness of the consolidated government while educating all stakeholders on our office*, the OIG will:

- Conduct outreach with various agencies within the consolidated government to solicit input on areas for assessment and review by the OIG;
- Conduct presentations at employee training sessions, new employee orientations, and various civic organizations;
- Develop a social media strategy to increase the use of social media to spread information about our office; and
- Develop opportunities to educate the consolidated government and community on the OIG and its mission.

## Performance Measures for Goal 3

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

- Number of speeches, trainings, and presentations conducted;
- Feedback from employees and citizens;
- Total number of yearly contacts with the OIG; and
- Number of posters, pamphlets, and electronic media distributed.

## Strategies for Goal 4

To achieve Goal 4: *Maintain a team of high performing experts in investigations, audits, and contract oversight through continuing education and professional certifications*, the OIG will:

- Cross-train individuals within the office on other functions of OIG staff;

- Explore free or no-cost training opportunities with local, state, and federal law enforcement agencies and other OIG offices;
- Collaborate with other OIG offices in order to share and incorporate best practices and lessons learned;
- Maintain and increase professional certifications for OIG staff; and
- Establish a plan of action and milestones for accreditation by the Commission for Florida Law Enforcement Accreditation, Inc.

## Performance Measures for Goal 4

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

- Training opportunities attended in a year;
- Funds expended on training opportunities;
- Cross-training sessions conducted;
- Progress made on the plan of action and milestones in support of accreditation; and
- Recommendations made to/from other OIG offices that result in a process improvement.