



San Francisco Bay Area Rapid Transit

Office of the Inspector General FY24-28 Strategic Plan

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MESSAGE FROM THE INSPECTOR GENERAL



I am pleased to present the independent Office of the Inspector General's Fiscal Year 24-28 strategic plan. Our five-year plan is our guide for weeding out fraud, waste, and abuse and doing deep-dive audits that will enhance BART's administration and operations. It assists with our day-to-day decision making such as determining where to focus our resources and how to prioritize our workload. It also holds us accountable to everyone who relies on the OIG to provide independent and objective oversight of BART.

Our strategic plan identifies four focus areas that will lead us forward: added value, innovative communication, dynamic flexibility, and sustainable relationships. These focus areas will drive our success and ensure we provide superior performance and complete high-quality audits and investigations. Our focus areas include specific strategic goals such as recruiting a team of talented, diverse, and engaged employees and using modern technologies to promote transparency. We also developed performance measures that will allow us to gauge success and determine where changes to our performance techniques would help us deliver even better results.

Our strategic plan reaffirms our commitment to the public to address their concerns regarding BART's use of tax and ridership revenue, and its responsibility to provide a safe, clean, reliable, and fiscally sound transit system. I look forward to delivering on our commitment and, as always, am honored by your trust in me to do so. In all respects, my team and I will rise to the challenge of this strategic plan through resiliency, fairness, and objectivity and the highest standards of ethical practices.

Regards,

Claudette Bemeret

Inspector General

MISSION



Provide independent oversight of BART's revenues by conducting performance audits that objectively analyze the efficiency and effectiveness of all BART operations, and by conducting fraud, waste, or abuse investigations to uncover internal control weaknesses and improve the integrity of the BART system.

VISION



Provide independent oversight of the District's use of revenue.

CORE VALUES



INSPIRATION



OIGs are "united by an unwavering commitment to transparency in government through fair, robust and independent oversight."

-Will Fletcher, President of the Association of Inspectors General

Focus Area 1

Added Value

The OIG best serves its mission by maximizing BART's ability to make the District more effective, efficient, and equitable and to make sound economical and ethical decisions in the best interest of the public. We identified four strategic goals to ensure we do just that in our effort to accomplish our mission. Bolstered by our core values, our strategic goals support our intent to add value to the District by detecting and preventing fraud and developing recommendations that support quality service and good governance as well as address risks and reduce cost and waste.

Strategic Goals



Build a team of talented and diverse investigative auditors



Promote professional development and well-being.



Conduct fraud, waste, or abuse investigations.



Complete the audits on the OIG's FY4-26 audit plan.

Performance Measures



Number of employees hired and onboarded.



Mix of employee professional backgrounds.



Team reflective of the Bay Area community.



Alignment of training with office and employee needs.



Support of work-life balance.



Timeliness in reviewing new fraud, waste, or abuse allegations.



Number of audits launched and completed each fiscal year.



Percent of accepted recommendations.

Focus Area 2

Innovative Communications

Communicating the results of our work is how the OIG ensures transparency. That requires getting past the other information that the public receives and competing with their priorities. We identified four strategic goals to ensure we do just that in our effort to reach as many people as we can with information about BART and our work. Our strategic goals drive us forward in our commitment to our core value of transparency. They support our intent to make sure that the public and all BART stakeholders receive visibility on the District's use of their funds whether that be federal, state, or local taxes or ridership fare and parking fees.

Strategic Goals



Make the most of communication trends and modern media tools.



Continue and improve upon the use of animated or other videos.



Share information about the audit and investigation communities.



Work with peer organizations to develop informative content.

Performance Measures



Number of views per audit, investigation, or other OIG report video.



Increased interactions with the public and other BART stakeholders.



Number of educational or informational videos.



Timeliness in adapting to new trends in communication, when appropriate.



Number of meaningful collaborations with peer organizations.

Focus Area 3

Dynamic Flexibility

The OIG must be quick to respond to changes in our areas of oversight. As we saw with the COVID-19 pandemic, things can and do change drastically in a very short time. Our approach to our work must adapt just as fast as must our ability to tackle the impact of those changes. We identified five strategic goals that ensure we are flexible in our effort to create output that matches the needs of the District and avoid missed opportunities for meaningful change. Our goals will help us hold BART accountable to the public and hold ourselves accountable to using our resources wisely.

Strategic Goals



Adjust priorities based on emerging trends and risks.



Shift workloads in response to office or staff changes.



Make real-time changes to the FY24-28 audit plan.



Evolve our procedures to remain highly effective and efficient.



Rethink how we work as a team and coordinate our efforts.

Performance Measures



Timeliness of reprioritizing audits to address BART's most critical needs.



Number of investigation case evaluations to rapidly address fraud and other risks.



Regular OIG staff meetings to discuss workload strategies and office needs.



Timeliness in amending audit plan so it reflects emerging trends and risks.



Willingness to adopt new technologies and project management techniques.



Acceptance of staff input for changes to procedures, audit plan, and priorities.



Timeliness of amending procedures that hinder office and staff performance.



Ability of staff to crossover among projects and support team members.



Ability to quickly shift work among OIG team in response to internal changes.



Turnaround times on audits and investigations.

Focus Area 4

Sustainable Relationships

The OIG is committed to fostering long-term relationships built on open communication, trust, and respect. Being successful requires people to believe that we will do our job fairly and objectively, and to feel respected for their perspectives and responsibilities. We identified six strategic goals - rooted in our core values of integrity and honesty - for building sustainable relationships at BART. Our goals support our commitment to maintain our independence in our quest to identify fraud and opportunities for efficiencies while we develop productive working relationships built on mutual respect.

Strategic Goals



Recognize and learn from others' expertise and backgrounds.



Be transparent in our processes and intentions.



Understand the business context before drawing conclusions.



Demonstrate appreciation for those who provide their support.



Show empathy for others by understanding their positions.



Acknowledge the efforts of others to give credit to where it is due.

Performance Measures



Ease of acceptance of our findings and recommendations.



Auditee receptiveness to collaboration on and support of audit engagements.



Employee willingness to participate in fact-finding for audits and investigations.



Individual and organizational willingness to seek OIG guidance.



Ease with which people are forthcoming with information and documentation.



Time invested in building rapport with internal and external BART stakeholders.



Management's willingness to request audits and self-identify risk areas.



Ability to properly describe BART business processes and practices.

Risks to Strategic Plan

The success of our strategic goals is dependent upon our ability to recognize, monitor, and address risks to our operations and performance. We identified the following five risk areas and what they mean to the achievement of our strategic plan:

1. Reputational Risk

We must maintain credibility among BART stakeholders and our peers so that they are confident in the outcome of our work and our commitment to our professional standards.

2. Talent Acquisition Risk

We must identify and recruit highly qualified and skilled investigative auditors to fulfill our mission and then help them thrive in our environment.

3. Funding Risk

We must maintain sufficient funding to obtain the resources we need to conduct high-quality audits and investigations and to support communication and transparency.

4. Compliance Risk

We must maintain proper internal controls to comply with our professional standards and legal mandates, and to ensure proper management of our confidential records.

5. Communication Risk

We must coordinate our interactions with various internal and external BART stakeholders and other law enforcement agencies.



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Providing Independent Oversight of the District's Use of Revenue

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Stop Fraud, Waste, & Abuse Report What You See to the OIG



24/7 Fraud, Waste, & Abuse
Whistleblower Hotline



www.bart.gov/oighotline



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