

OFFICE OF INSPECTOR GENERAL



ANNUAL REPORT 2024-2025

Kristofer B. Sullivan,
Inspector General

INSPECTOR GENERAL SUMMARY

Dear Secretary Perdue and Chief Inspector General Miguel,

On behalf of the Florida Department of Transportation's (Department) Office of Inspector General's (OIG) staff I am pleased to submit our Annual Report for the State fiscal year ended June 30, 2025. Our OIG team continues to work hard to meet our mission of providing independent and objective investigative and audit services that promote accountability, integrity, and efficiency for the Department and its partners.

The Audit team produced 27 products, including audits and reviews of contracts, grants, operational processes, and information technology. The team continued to conduct engagements, in coordination with the Governor's Chief Inspector General (CIG), and worked closely with Department functional areas to provide insights into Department processes and operations.

The Investigations teams received 301 inquires/complaints; opened 11 investigations; referred 238 complaints to management; and forwarded 52 complaints to other agencies. We conducted fraud awareness briefings statewide to Department employees and partners in the industry. We also continue to refresh our training and fraud hotline to focus on accountability, including how to identify and report fraud, waste, abuse, misconduct, or mismanagement.

In FY 2025, the OIG achieved Excelsior Status, the highest form of recognition awarded by the Commission for Florida Law Enforcement Accreditation. This honor reflects more than 15 years of continuous compliance with accreditation standards and demonstrates our unwavering commitment to transparency, accountability, and integrity.

The OIG also successfully passed its most recent peer review conducted by the Auditor General, receiving the highest rating of "generally conforms" with applicable professional standards. This independent validation underscores the credibility of our work and affirms the professionalism and quality of our audit activities.

The OIG team looks forward to continuing working with Department leadership and our statewide partners to help the Department meet its mission of providing a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of environment and communities.

Respectfully submitted,

DocuSigned by:

Kristofer B. Sullivan

Kristofer B. Sullivan
Inspector General
September 30, 2025

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OIG LEADERSHIP

INSPECTOR GENERAL



KRISTOFER (KRIS) B. SULLIVAN, CIG, CIGI, CIA, CISA, CFE

Mr. Sullivan has served 28 years with the Department's Office of Inspector General. Mr. Sullivan was named Inspector General in August 2018. Prior to being named Inspector General, Mr. Sullivan served as the Department's Director of Audit for six years. Mr. Sullivan currently serves as President of the Florida Chapter of the Association of Inspectors General and previously served as the President of the Tallahassee Chapter of The Institute of Internal Auditors. Mr. Sullivan is Certified Inspector General, Certified Inspector General Investigator, Certified Internal Auditor, Certified Information Systems Auditor and Certified Fraud Examiner.

DIRECTOR OF AUDIT



JOE GILBOY, CIA, CGAP, CIG, CISA, CPM

Mr. Gilboy has over 32 years of service with the State of Florida including over 30 years of professional auditing experience. In August 2009, Mr. Gilboy was appointed as the Director of Audit for the Florida Department of State, Office of Inspector General. In October 2010, Mr. Gilboy joined the Department's Office of Inspector General as the Performance and IT Audit Manager. In 2018, Mr. Gilboy was selected as the Director of Audit. He is a graduate of Florida State University with a bachelor's degree in finance. He is a Certified Internal Auditor, Certified Government Auditing Professional, Certified Inspector General, Certified Information Systems Auditor, and a Certified Public Manager.

DIRECTOR OF INVESTIGATIONS



KIM LIKENS, MPA, CIG, CIGI, CFE, CPM

Mrs. Likens began her state career in 1996 at the Florida Department of Law Enforcement as a Crime Intelligence Analyst. From 2001 to 2007, Mrs. Likens worked as the Deputy Director of Investigations for the Chief Inspector General's Office in the Executive Office of the Governor. In 2008, she worked as a Background Investigator for the Portland Police Bureau, and in 2009, joined the Department's Office of Inspector General as an Investigator. In 2019, she was appointed as the Director of Investigations. Mrs. Likens is a graduate of Florida State University with a bachelor's degree in Criminology and a master's degree in Public Administration. She has earned the designations of Certified Inspector General, Certified Inspector General Investigator, Certified Fraud Examiner, and Certified Public Manager.

DIRECTOR OF QUALITY ASSURANCE & OPERATIONS SUPPORT



JESSICA MOBLEY, CIGA, CPM, FCCM

Mrs. Mobley has over 13 years of experience across federal, state, military, and private sectors, specializing in strategic leadership, financial management, auditing, and enhancing organizational efficiency. She was appointed as the Director of Quality Assurance and Operations Support in March 2024. Prior to this role, she served as Deputy Audit Director for Intermodal, Senior Auditor, and Auditor within the Department's Office of Inspector General. Mrs. Mobley is a board member and previously served as a Membership Officer for the Tallahassee Chapter of The Institute of Internal Auditors. She is a graduate of Thomas University with a bachelor's degree in accounting and holds the designations of Certified Inspector General Auditor, Florida Certified Contract Manager and Certified Public Manager.

MISSION, VISION, AND VALUES

OIG Mission

To provide independent and objective investigative and audit services that promote accountability, integrity, and efficiency within the Florida Department of Transportation and its partners.

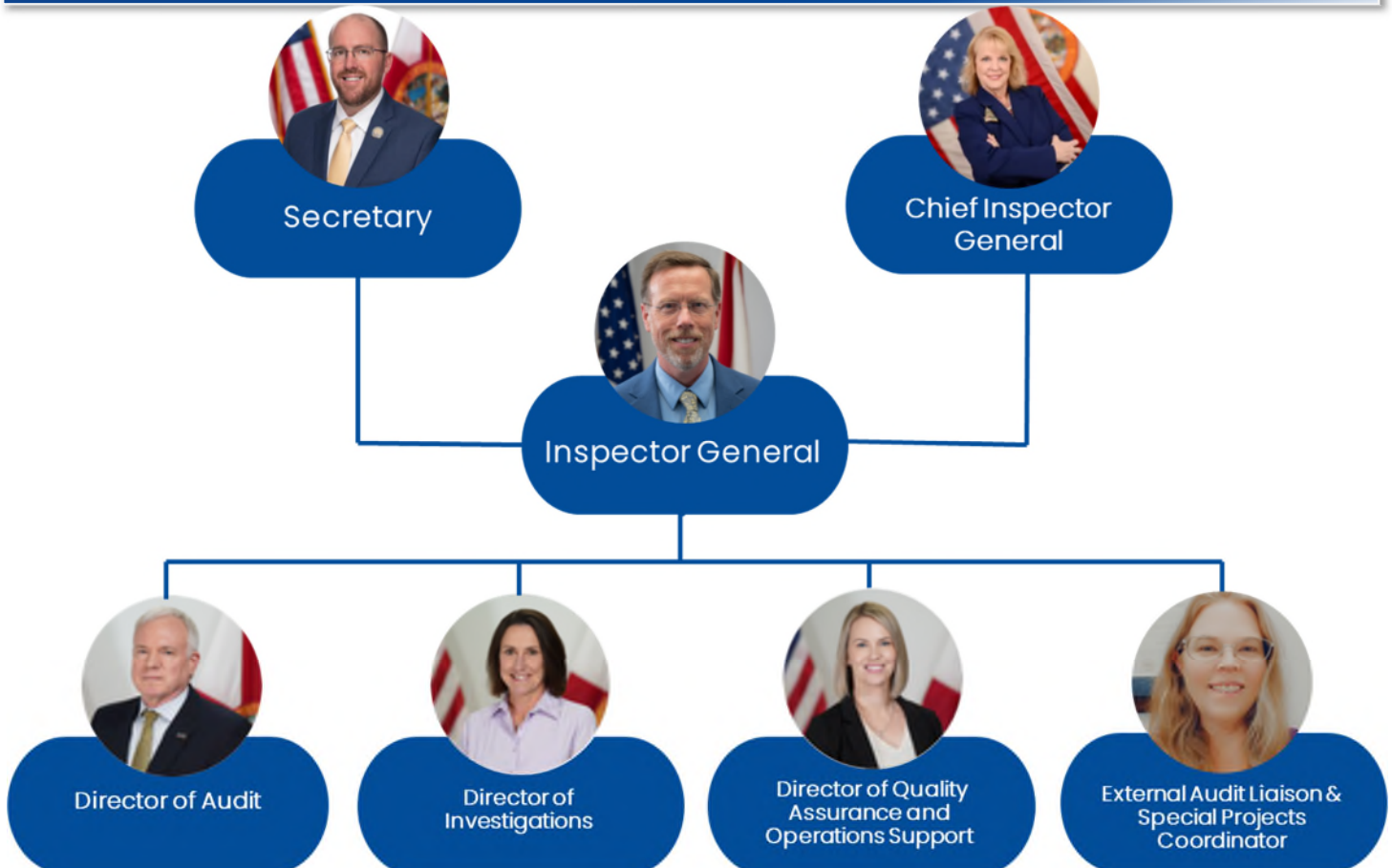
OIG Vision

To be a model Office of Inspector General, leading through a culture of accountability, diversity, and optimal performance.

OIG Values

To be "One" Office of Inspector General, be safe, be professional, be accountable, be effective communicators, be innovative, be technology oriented, be office environment aware, and be self-aware.

OIG ORGANIZATIONAL CHART



AUDIT ACTIVITY

27 PRODUCTS ISSUED

20 Audit Projects Carried Forward from FY 2023-24

35 New Projects for FY 2024-25

32 Work Plan Projects Initiated for FY 2024-25

0 Non-Work Plan Projects Initiated for FY 2024-25

2 CHIEF INSPECTOR GENERAL PROJECT

3 EXTERNAL AUDIT ACTIVITIES

1 SPECIAL PROJECTS

INVESTIGATIONS ACTIVITY

7 PRODUCTS ISSUED

3 Investigations Carried Forward from FY 2023-2024

2 Cases Worked Jointly with Law Enforcement

301 COMPLAINTS RECEIVED

238 Complaints Referred to Management

52 Complaints Referred to Outside Agencies

11 Cases Opened

27 Fraud Awareness Briefings Conducted

AUDIT AND INVESTIGATIVE ACTIVITIES COMPLETED

By District

	Audit Products*	Investigation Products	Complaints Referred to Management	Total:
District 1	-	-	15	15
District 2	1	-	13	14
District 3	-	-	13	13
District 4	-	2	18	20
District 5	1	-	17	18
District 6	-	-	17	17
District 7	1	-	10	11
Florida Turnpike Enterprise	3	-	**112	115
Central Office	20	5	21	46
Statewide	3	-	2	5
Other	2	-	-	5
Total	31	7	238	276

*Audit products may be listed under more than one district

**Primarily SunPass

By Program Area

	E & O	F & A	Strategic Development	Transportation Technology	Florida Turnpike Enterprise	Other	Total:
Audit	3	15	4	3	2	0	27
Investigations	3	1	1	2	0	0	7
Total	6	16	5	5	2	0	34

OIG 2024-25 STRATEGIC PLAN SUMMARY

For FY 2024-2025, the Office of Inspector General redesigned its Strategic Plan to align with the updated Association of Inspectors General (AIG) Principles and the Institute of Internal Auditors (IIA) Global Internal Audit Standards. The new plan establishes five strategic goals with supporting initiatives that both strengthen OIG operations and advance the Department's mission and priorities. These goals focus on conducting projects that enhance safety and operational effectiveness, developing a highly skilled workforce, improving the efficiency and quality of engagements, fostering transparency and accountability, and strengthening communication and collaboration across the Department and with external stakeholders. Together, these initiatives ensure that the OIG remains a trusted resource for oversight while promoting integrity, efficiency, and continuous improvement in support of a safe and sustainable transportation system for Florida. The following is a summary of activities in each strategic area.

1. Conduct Projects Related to the Department's Mission to Provide a Safe Transportation System

The OIG contributed to the accountability, integrity, and efficiency of the Department's safety initiatives by linking **38.78%** of our audits, investigations, and management reviews to the safety initiative, with **55%** of those having recommendations based on the results.

We increased the safety knowledge within the OIG by covering safety topics at office meetings, keeping everyone current during hurricane season with alerts and notifications, monitoring the facility for any safety issues, and obtaining training from the Department's Safety Office.

2. Conduct Projects Supporting Core Elements of the Department's Mission

The department's mission is to ensure mobility of people and goods, enhance economic prosperity, and preserve the quality of the state's environment and communities.

The OIG contributed to the accountability, integrity, and efficiency of the Department's mobility initiatives by linking **46.94%** of our audits, investigations, and management reviews to the mobility initiative, with **45%** of those having recommendations based on the results.

The OIG team continues to enhance a cooperative work environment to be conducive to the Department's mobility initiatives by having staff members participate on several Mobility Groups and attending project meetings regarding mobility issues throughout the Department.

Staff actively participate in six different American Association of State Highway and Transportation Officials (AASHTO) subcommittees and working groups.

OIG 2024-25 STRATEGIC PLAN SUMMARY

3. Enhance Workforce Development to Recruit, Develop, and Retain OIG staff

The OIG invested in its workforce by providing training, certification, and mentoring opportunities. Employees actively pursued professional credentials and leadership development, with participation in Certified Public Manager, Certified Internal Auditor, Certified Inspector General Auditor/Investigator, Florida Certified Contract Manager, Certified Information Systems Auditor, and the FDOT Management Academy. In addition, staff engaged in specialized training such as fraud detection, artificial intelligence fundamentals, and audit best practices, further strengthening the office's technical expertise. The OIG's mentoring program further supported professional growth by pairing staff across units to enhance technical and leadership skills. These initiatives reflect the OIG's commitment to continuous learning, professional excellence, and preparing future leaders.

4. Enhance the Efficiency and Effectiveness of the OIG Functions

The OIG strengthened its operations by ensuring audit projects were initiated and completed on time, with the majority finalized within established timelines. Internal quality assurance reviews of workpapers and products confirmed full compliance with professional standards, while customer satisfaction surveys reflected consistently high ratings averaging **4.85 out of 5**. These efforts demonstrate the office's focus on timeliness, quality, and stakeholder confidence in its work.

5. Improve Communication

The OIG enhanced transparency and engagement through regular updates with executive leadership, internal presentations, and staff meetings. All OIG staff surveyed reported positive impressions of office communication and training, and **698** FDOT employees statewide attended fraud, waste, and abuse awareness sessions. Consistent touchpoints with the Secretary and district leadership reinforced accountability and ensured agency-wide awareness of OIG activities and priorities.

DRIVING CULTURE

In 2022, Department leadership launched a series of workshops to emphasize Cultural Development Themes aimed at fostering a positive, supportive, and collaborative work environment. These efforts, which began with *Defining Culture*, have now advanced into the *Driving Culture* phase. The OIG has been an active participant in this initiative, reflecting its commitment to building a strong workplace culture centered on the five themes of **Trust, Relationships, Respect, Empowerment, and Communication (TRREC)**.



As part of Driving Culture, the OIG initiated the **Team Norms Project** in early 2024. This project brought together staff and management in workshops to identify challenges, opportunities for improvement, and shared expectations for communication, accountability, and teamwork. The outcome was the **OIG Team Norms document**, which captures agreed-upon values and practices that emphasize professionalism, mutual respect, and consistency across the office.

To further demonstrate the OIG's commitment to culture, Audit Director **Joe Gilboy** attended a Driving Culture workshop in February 2025, reinforcing the office's active role in advancing the Department's cultural development goals.



On the left is Joe Gilboy

ACCOUNTABILITY AND FRAUD AWARENESS

The OIG makes a concerted effort to educate Department employees, contractors, consultants, and the public about accountability including recognizing and reporting fraud, waste, abuse, misconduct, or mismanagement.

We do this by:

- Presenting Accountability and Fraud Awareness Briefings in person and virtually.
- Presenting at the Department’s Professional Engineer (PE) Training Program, Supervisor’s Academy, and Construction Academy.
- Presenting at New Employee Orientation briefings.

Sessions	Attendees
Department Attendees (Statewide)	473
New Employee Orientation (Central Office only)	72
Supervisor’s Academy	85
Construction Academy	68
Total	698



AUDIT

The Audit Section's mission is to promote integrity, accountability, and process improvement by providing objective, timely, and value-added audit services.

Duties and Responsibilities

The Audit Section provides independent appraisals of the performance of Department programs and processes, including the appraisal of management's performance in meeting the Department's information needs while safeguarding its resources. They ensure costs proposed and charged to the Department through contracts and agreements with external entities are accurate, reasonable, and comply with applicable federal and state procurement regulations. The Audit Section follows the Global International Audit Standards for the Professional Practice of Internal Auditing as published by the Institute of Internal Auditors, Inc., or, where appropriate, in accordance with Generally Accepted Government Auditing Standards.

The Audit Section is comprised of the following units:

Contract Audit Unit

Contract Audit performs audits, examinations, and reviews to include agreed upon procedures and special analyses of contracts and agreements between the Department and external entities to ensure costs proposed and charged to the Department by consultants, contractors and other external groups are accurate, reasonable, and comply with applicable federal and state regulations.

Intermodal Audit Unit

Intermodal Audit performs audits and reviews to determine the allowability of costs associated with various activities including agreements between the Department and railroads, authorities, public transportation entities, and utility companies. Engagements related to rail labor additive rates and invoices; transportation, expressway and bridge authorities; seaport, airport, and transit grants; utility relocation costs; indirect cost allocation and fringe benefit rates; and various accounting services are performed by Intermodal Audit.

Performance and Information Technology Audit Unit

Performance and Information Technology Audit conducts performance audits and management reviews of organizational units, programs, activities, and functions in accordance with applicable professional standards. The term performance audit is used generically to include work classified as program evaluations, program effectiveness and results audits, economy and efficiency audits, operational audits, and value-for-money audits. The work of Performance and Information Technology Audit consists of performance audits, financial audits, performance measures assessment, risk assessment, information technology audits, computer forensic reviews, and data mining.

AUDIT

Audit Products by Program Area

Finance & Administration

Cognizant Reviews- CY 2023- 2024

24C-009, Carr, Riggs & Ingram, LLC., (GAI) Cognizant Review CY 2023

24C-010, CliftonLarsonAllen (TLP Engineering Services, Inc.) Cognizant Review CY 2023

25C-006, D.L. Purvine, CPA, PLLC (WGI) Cognizant Review FYE 2023

25C-007, Aldrich CPAs + Advisors LLP (Conzor) Cognizant Review CY 2023

25C-008, Baker Tilly US, LLP (Atkins) Cognizant Review CY 2023

25C-011, CliftonLarsonAllen (TLP Engineering Services, Inc.) Cognizant Review CY 2024

The purpose of the above engagements was to perform a cognizant review to determine if the architectural and engineering firms audited overhead rates were in accordance with Federal Acquisition Regulations (FAR) 31.201-2 and FAR 31.202, and the Department's governing directives. None of these engagements contained recommendations and as a result, the firms were found to be compliant with governing directives.

25C-001, Department Section 129(a)(3) Financial Review FY 2023-24 (Toll Credits)

The purpose of this engagement was to determine if the Department complied with Title 23 United States Code (U.S.C.), Highways, Chapter 1, Federal-Aid Highways, Section 129(a)(3), Toll Roads, Bridges, Tunnels, and Ferries, Limitations on use of toll revenue. This engagement resulted in one positive finding and no recommendations.

25C-004, Department Section 129(a)(9) Financial Review FY 2023-24 (Over-the-Road Buses)

The purpose of this engagement was to determine if Department owned and operated tolling plazas provided equal access for Over-The-Road Buses (OTRBs) under the same terms and conditions as public transportation vehicles. This engagement resulted in one positive finding and no recommendations.



AUDIT

Finance & Administration (continued)

25P-001, HR HSMV Data Exchange Internal Control and Data Security Audit

The purpose of this engagement was to determine whether Department Office of Human Resources (HR) is following the current Memorandum of Understanding requirements for the data exchange program and to determine if internal controls within the HR and Office of Information Technology regarding the Department of Highway Safety and Motor Vehicle's Driver's License Data Exchange are adequate to protect personal data from unauthorized access, distribution, use, modification, or disclosure. This engagement resulted in three positive findings and no recommendations.

24P-005, Mailroom Security



The purpose of this audit was to determine if the Department has sufficient written policies and procedures related to mailroom security. Also, to determine if the Department is securely handling correspondence containing Florida Department of Financial Services (DFS) warrants payable to vendors and correspondence containing revenue payable to the Department. This engagement resulted in three findings with recommendations for corrective action.

25P-003, FY 24/25 Triennial Enterprise Contract Audit (HB 1079)

The purpose of this engagement was to evaluate Department contracts and purchase orders for compliance with Chapter 287, F.S., and other applicable procurement statutes, analyze the Department's contracting process to identify any trends in vendor preference, and assess the status of corrective actions taken by the Department to address the finding(s) and recommendation(s) included in the OIG's 22P-003 HB 1079 Compliance Audit. This engagement resulted in three positive findings and no recommendations.

24P-006, Fair Labor Standards Act (FLSA) Overtime Determinations Review

The purpose of this engagement is to determine if the Department's policies, procedures, and guidance are in compliance with FLSA Overtime Determination requirements. In addition, the purpose was to determine if the Department is compliant with determining employee job classifications in accordance with FLSA. This engagement resulted in two positive findings and no recommendations.



AUDIT

Finance & Administration (continued)

25C-003, FTE Section 129(a)(3) Financial Review FY 2023-24 (Toll Credits)

The purpose of this engagement was to determine if FTE complied with Title 23 United States Code (U.S.C.), Highways, Chapter 1, Federal-Aid Highways, Section 129(a)(3)(A), Toll Roads, Bridges, Tunnels, and Ferries, Limitations on Use of Revenue. This engagement resulted in one positive finding and no recommendations.

25C-005, FTE Section 129(a)(9) Financial Review FY 2023-24 (Over-the-Road Buses)

The purpose of this engagement was to determine if Florida Turnpike Enterprise owned and operated tolling plazas provided equal access for Over-The-Road Buses (OTRBs) under the same terms and conditions as public transportation vehicles. This engagement resulted in one positive finding and no recommendations.

25I-005, Department FY 2025-26 Indirect Rate Review

At the request of the Office of Comptroller (OOC), the Department's Office of Inspector General reviewed the Department's proposed indirect cost allocation rates for future year 2025-26. The Office of Inspector General has traditionally performed this examination prior to the Department's submission of the proposed rates to the Federal Highway Administration (FHWA) for approval. We determined the underlying risk of miscalculated rates resulting in unallowable charges to federal grants did not justify a full examination prior to rate submission and recommended the OOC submit the rates to FHWA for review and approval.

24I-002, State Funded Contracts

The purpose of this engagement was to evaluate the State Funded Grants processes, internal controls, and grant compliance. Our primary objective was to determine whether the Department has adequate governance (internal controls) to fully comply with Florida Statutes and Department policies. This engagement resulted in two positive findings and no recommendations.

25C-002, Department Value Pricing Pilot Program Review FY 2023-24

The purpose of this engagement was to determine if the Department complied with Value Pricing Pilot Program (VPPP). This engagement resulted in one positive finding and no recommendations.

AUDIT

Engineering & Operations

23P-010, ATC Lease & Operating Agreement Audit



The purpose of this audit was to determine the status of the prior Department OIG audit 12I-9005, issued June 30, 2014, and if corrective actions have been implemented by the Department's ITS. Also, to determine if ATC is compliant with the required documentation and reports in accordance with the Agreement for CY 2022. In addition, to determine if the Department has received accurate revenues from ATC in accordance with the Agreement for CY 2022. This engagement resulted in two positive findings and one finding with a recommendation for corrective action.

24C-006, Contract E51A0, I-75 Sumter County Southbound Rest Area

The purpose of this engagement was to evaluate management controls of the Department's processes and procedures related to Contract E51A0 to ensure compliance with Florida Statutes, Department guidelines, and contractual obligations. This engagement resulted in one positive finding and no recommendations.



24I-008, Tampa Electric Company

The purpose of this engagement was to determine if the process used by the Department for utility relocation contracts from contract development through contract closing provides sufficient oversight; determine whether invoiced costs on the Tampa Electric Company contract ASI71 were allowable, based on actual costs, and adequately supported in compliance with applicable laws, rules, and regulations; and determine whether the District conducted adequate oversight over the Utility Work Agreement ASI71. This engagement resulted in three positive finding and no recommendations.

AUDIT

Strategic Development

24I-001, Suwannee Valley Transit Authority



The purpose of this engagement was to evaluate the financial management controls of Department funds to ensure invoices and expenses are in accordance with federal regulations, state statutes, Department guidelines, and Grant Agreements (Agreement) G2353 and G2704. This engagement resulted in four positive findings and one finding with a recommendation for corrective action.

25I-001, Florida East Coast Railway 2023 Indirect Rates

The purpose of this engagement was to determine whether FEC's Calendar Year 2023 indirect rates are reasonable, allocable, and based on allowable costs; and supported by transparent and understandable records. We determined that the indirect rates submitted by FEC were reasonable, allowable, and adequately supported, and supporting records and procedures were transparent and readily understandable. We recommended the Department's Freight and Rail Office review and approve FEC's calendar year 2023 indirect cost rates for use in billing costs for railroad-highway projects and communicate this decision to the Federal Highway Administration.



25I-003, CSXT 2023 Indirect Rate Review

The purpose of this engagement was to determine whether CSXT fiscal year 2023 indirect rates are reasonable, based on allocable and allowable costs, and supported by transparent and understandable records. We determined the costs associated with the rates submitted by CSXT are reasonable, allocable, and allowable for use in billing railroad-highway projects and recommended the Department's Freight and Rail Office review and approve the rates for use in billing costs for railroad-highway projects and communicate this decision to the Federal Highway Administration. We recommended the Department's Freight and Rail Office review the category rate changes and consider approving CSXT's FY 2023 indirect cost rates used in billing costs for railroad-highway projects, and communicate this decision to the Federal Highway Administration.

24P-010, Performance Measures FY 2022-23 Audit

The purpose of this engagement was to meet the statutory requirement in Section 20.055, F. S., (2023), to assess the validity and reliability of legislatively approved performance measures and make recommendations for improvements, if needed. This engagement resulted in eight positive findings and no recommendations.

AUDIT

Transportation Technology

24P-002, State Prohibited Applications on Department Issued Devices



The purpose of this engagement was to determine the current capability of the Department to effectively prevent, detect, or correct Department devices on Department managed network(s) accessing prohibited applications as required by Senate Bill 258, the Adherence to State Prohibited Applications on Government Issued Devices. This engagement resulted in one finding with a recommendation for corrective action.

24P-009, Consultant Network Access

The purpose of this engagement was to determine whether the Department effectively terminates network access privileges of external consultants and contractors upon the expiration or termination of the contract consistent with Department policies and procedures, as well as the State of Florida Cybersecurity Standards (SFCS) subcategory PR.AC-1 related to access revocation and deprovisioning. This engagement resulted in one finding with a recommendation for corrective action.

25P-002, Enterprise Cybersecurity Audit of Asset Management

The purpose of this engagement was to evaluate Department controls and compliance with asset management requirements contained in the State of Florida Cybersecurity Standards (Rules 60GG-2.002(1), F.A.C.). This engagement resulted in three positive findings and no recommendations.



EXTERNAL AUDIT LIAISON

Section 20.055(2)(g), F.S. requires the Inspector General to “Ensure effective coordination and cooperation between the Auditor General, federal auditors, and other governmental bodies with a view toward avoiding duplication.” During the fiscal year, we participated in four (4) external projects, including:

Auditor General

The OIG coordinated, facilitated, and/or monitored inquiries related to:

23E-006, AG 2023 Operational Audit

The AG issued Report No. 2025-115, Department of Transportation - Bank Account Controls and Acquisition, Assignment, Use, and Disposition of Motor Vehicles in February 2025. The AG opened its 2023 Operational Audit in April 2023.

24E-009, AG SWFS- SWFA FY23-24

Annual Federal Awards Audits. The AG issued Report No. 2025-162, State of Florida - Compliance and Internal Controls Over Financial Reporting and Federal Awards, FYE 6/30/2024 in March 2025. The AG opened its FY 23-24 audit of Federal Awards in May 2024.

Office of Program Policy Analysis and Accountability

The OIG coordinated inquiries from the research arm of the Florida State Legislature for the following project, which concluded:

24E-008, OPPAGA Permitting Systems

At the Legislature’s direction, OPPAGA examined the review process for several permitting programs, including those implemented by FDOT.

Special Projects

25E-007, Sick Leave Pool (SLP) Program

The OIG reviewed the Department’s Sick Leave Pool program operation, governance, and controls. Currently there are 8 active SLPs operating statewide which collectively serve approximately 1,807 Department employees.



EXTERNAL AUDIT LIAISON

Significant Audit Recommendations

Section 20.055(8)(c), Florida Statute, requires the Inspector General to provide descriptions of:

- Recommendations for corrective action made during the reporting period with respect to significant problems, abuses, or deficiencies identified.
- Each significant recommendation described in previous annual reports on which corrective action has not been completed.

The Auditor General (AG) issued the 2023 Operational Audit in February 2025. The audit had two findings, the first was corrected prior to report issuance, the second has an estimated completion date of June 2027. The AG also issued the FY 23-24 Statewide Compliance and Internal Controls Over Financial Reporting and Federal Awards report in March 2025, which contained one finding with an estimated completion date of September 2025. Details have been omitted for corrective actions still underway. Three corrective actions remain open for significant recommendations reported in previous annual reports in accordance with Section 20.055(8)(c)(4) F.S.

Six-Month Status Updates

Section 20.055(6)(h), F.S. requires the Inspector General to update the Chief Inspector General (CIG) and Joint Legislative Audit Committee (JLAC) regarding the status of corrective actions taken six (6) months after the AG or OPPAGA have published a report. In addition, Section 20.055(2)(f), F.S. requires the Inspector General to continue providing status updates for corrective actions until each finding is resolved. The OIG issued the following updates during the fiscal year:

Status update report to the CIG and Secretary for six-months ended:

- December 31, 2024, for five (5) AG and fifteen (15) OIG outstanding findings.
- June 30, 2025, for five (5) AG and ten (10) OIG outstanding findings.

Other External Audit Liaison Activities

- Delivered presentations at one training session hosted by The Institute of Internal Auditors, tailored to New Auditors.
- Completed a comprehensive analysis of the Government Accountability Office changes to the standards for internal controls, which went into effect May 2025.
- Assisted the Department's Work Program & Budget in determining viability of a Work Program Trainee program.
- Provided research and materials for a multi-state panel discussion on ways Department of Transportation agencies can prevent Human Trafficking.
- Prepared and disseminated an Internal Controls Guide for FDOT Management.

INVESTIGATIONS

The Investigations Section's mission is to deter, detect, and investigate crimes or misconduct impacting the Department.

Duties and Responsibilities

The Investigations Section investigates Department employees, contractors, vendors, and/or the public who attempt to gain a benefit for which they are not entitled. The Investigations Section operates in accordance with the Association of Inspectors General *Principles and Standards for Offices of Inspector General*, accreditation standards established by the Commission for Law Enforcement Accreditation, and works closely with law enforcement partners to accomplish its mission.

The Investigations Section's duties and responsibilities include:

- Receiving complaints and coordinating activities of the Department in accordance with the Whistle-blower's Act pursuant to Sections 112.3187-112.31895, Florida Statutes.
- Receiving and considering complaints that do not meet the criteria for an investigation under the Whistle-blower's Act and conducting, supervising, or coordinating such inquiries, investigations, or reviews as the Inspector General deems necessary.
- Reporting expeditiously to the Florida Department of Law Enforcement or other law enforcement agencies when the Inspector General has reasonable grounds to believe there has been a violation of criminal law.
- Conducting investigations and other inquiries free of actual or perceived impairment to the independence of the Inspector General or the Office of Inspector General, including freedom from interference with investigations, timely access to records, and other sources of information.
- Submitting final reports of investigations timely to the Department's Secretary.

INVESTIGATIONS

Investigation Products by Program Area

Engineering & Operations

152-24014, D4 - Support Staff - Misuse of Department Equipment

The OIG received an email from District Management regarding Department personnel having secondary employment and using Department equipment in association with their employment. Based on records reviewed and interviews conducted, the OIG **determined** Department personnel provided proctoring services for an outside employer and used Department equipment and vehicles in the course of the test proctoring. The OIG provided recommendations to management to ensure proper processes were in place.

The equipment used in Construction Materials Engineering Council, Inc., (CMEC) Construction Training and Qualification Program. Two concrete field-testing kits.



Source: Photos taken by the OIG Investigator onsite at the District Four Materials Office

152-24081, CO - Program Manager - Misuse of Purchase Card (Theft)

The OIG received information from management regarding possible misconduct on the part of a Department employee. Specifically, it was reported that the employee used their Purchase Card (P-Card) to purchase fuel when traveling in a department motor pool vehicle. Additionally, the employee allegedly kept the Department motor pool car beyond their business need for the vehicle and falsified their travel reimbursement documents. Based on interviews conducted and records reviewed, it was **proved** that the employee used their P-Card to purchase fuel for the Department vehicle instead of using the vehicle's assigned fuel card. Additionally, the OIG observed that the employee did not adjust the reservation for a Department fleet vehicle, resulting in them having the vehicle beyond their business needs. The OIG also **determined** the employee submitted false information on their travel reimbursement form.

150-24015, D4 - Eland Engineering - (Overbilling)

The OIG received correspondence wherein the complainant expressed concerns regarding the billing practices of a Department contractor. Specifically, the complainant alleged the contractor was billing at hourly rates for items required by the contract to be billed at unit prices and was billing the Department for office/storage space, in violation of the contract terms. Due to the lack of documentation, the OIG questioned the allowability of some of the payments to the contractor and provided **recommendations** for better oversight of contract payables and invoice documentation.

INVESTIGATIONS

Strategic Development

152-24064, CO - Freight & Rail Analyst - Marlin Engineering (Conflict of Interest)

The OIG received correspondence from an anonymous complainant expressing concerns regarding the “alleged unlawful and unethical activities of bribery” involving a contractor seeking to do business with the Department and a Department employee.

The complainant alleged that the contractor provided employment positions to the employee’s family members in exchange for securing contract selections and “financial patronage” to influence the ongoing selection process for a contract. Additionally, the complainant alleged that the employee “solicited employment opportunities from consultants” in exchange for “potential contract procurement awards” upon retirement from the Department. Based on the interviews conducted and records reviewed, the OIG found no evidence to support the allegations.



Finance & Administration

150-25019, CO - Dept. Cafeteria - Discovery of Digital Recorder (Recording without Consent)



The OIG received information that a digital recording device was found taped to the bottom of a table in the Burns Building Cafeteria. As part of our inquiry into this matter, we reviewed the audio on the recorder, which included three recordings. The first two were very short and contained no discernable conversation; the third recording lasted approximately 26 hours. Nothing noteworthy was discovered in the recordings. Additionally,

the OIG conducted interviews of pertinent Department and custodial staff. Based on the interviews conducted and records reviewed, and the lack of investigative leads, this inquiry was **administratively closed**.

INVESTIGATIONS

Transportation Technology

152-24117, CO - Falsified Vendor Invoice (Falsification)

The OIG received information regarding the Office of Information Technology (OIT) Expense Budget for Fiscal Year 2025 (FY25), which included a summary of events provided by management. It was reported that a vendor's invoice had been falsified by manually changing the service period to reflect June 30, 2025, through June 29, 2025, and the payment for FY25 services was paid with the FY24 budget, resulting in additional funding being allocated to OIT's expense category for FY25. Management reported that a Department employee advised they had been instructed by their supervisor to change the dates. Based on the interviews conducted, records reviewed, and the employee's admission, it was **proved** that the employee deliberately altered (falsified) the original coverage service dates on invoices so that FY25 services were paid with FY24 budget.



152-25031, CO - Internal Contractor - Timesheet Inflating (Falsification)



The OIG received information regarding possible misconduct on the part of staff augmentation employee. Specifically, it was reported that the employee submitted a timesheet that appeared to be inflated. When questioned by their supervisor, the employee did not have an explanation and then resubmitted a revised timesheet. The OIG conducted interviews of pertinent staff and reviewed documents. Based on this review, the OIG noted that some of the requests for overtime and/or approval to work on holidays and weekends submitted by the employee were vague and not specific to the number

of hours requested. Likewise, approvals given by the Department supervisor were similarly vague and did not specify the number of hours or days approved. The OIG offered **recommendations** for process improvements in this regard.

INVESTIGATIONS OTHER ACTIVITIES

In addition to conducting investigative work, the Investigations Section actively contributed to the Office's broader mission by engaging in initiatives that supported professional development, public awareness, and collaboration across agencies. Key activities included:

- **Accreditation Support** - Staff assisted other Offices of Inspector General by participating in mock accreditation reviews, sharing best practices, and offering technical expertise to strengthen statewide accountability efforts.
- **Training and Professional Development** - Investigations staff attended and contributed to Commission for Florida Law Enforcement Accreditation (CFA) training, ensuring continued adherence to professional standards and alignment with investigative best practices.
- **Public Outreach** - The section supported public awareness by responding to fraudulent schemes targeting the public. Individuals received text messages orchestrated by scammers claiming they had outstanding toll violations to pay. Our office worked with Florida's Turnpike Enterprise to address these concerns and provided additional information on our website to help the public recognize and report scam texts.
- **Collaboration with Peers** - The Investigations Section partnered with other OIGs and state offices to exchange knowledge, host presentations, and provide investigative insights. Investigations staff also assisted other state agency OIGs with active cases, providing expertise and resources to support their missions.
- **Collaboration with Agencies** - Specific collaboration included joint efforts with Texas DOT, as well as with the Department's Human Resources and Equal Opportunity Office (EOO) in delivering "All-Together Style" Awareness Briefings to Department staff.

Through these additional efforts, the Investigations Section demonstrated its commitment not only to high-quality investigative work, but also to advancing accountability, promoting awareness, and strengthening professional networks.



EXCELSIOR ACCREDITATION STATUS

The Commission for Florida Law Enforcement Accreditation (CFA) is an independent accrediting body responsible for establishing and maintaining professional standards for:

- Law enforcement agencies
- Inspectors General (IG) offices
- Pretrial agencies throughout Florida

Accreditation through the CFA is a voluntary process that ensures agencies meet recognized best practices in law enforcement, investigations, and agency management. This process ensures that the OIG operates with transparency, accountability, and efficiency in accordance with established professional guidelines.

Excelsior Status is the CFA's highest form of recognition for continued excellence in the field of investigation accreditation. To achieve this prestigious status, a Florida agency must:

1. Achieve initial accreditation status.
2. Successfully complete five re-accreditation assessments without conditions.

Assessments are conducted at three-year intervals; therefore, the Excelsior process takes approximately **15 years** for an agency to accomplish. This recognition underscores our unwavering commitment to:

- Compliance with Florida Statutes and agency policies
- Adherence to accreditation standards
- Upholding the principles guiding the investigative functions of an Office of Inspector General

Since our initial accreditation in October 2009, our office has been a trailblazer within Florida's Inspector General community and is among the first to receive this honor. Our dedication to integrity, professionalism, and accountability has set a benchmark for excellence in the field.

This prestigious accolade is more than a symbol of our success, it's a testament to our team's relentless dedication and commitment to serving Florida's citizens with the utmost excellence.



Left to Right: Chief Richard Hawthorne, Inspector General Kris Sullivan, Director of Investigations Kim Likens, Deputy Director of Investigations Anthony Jackson, Chief Inspector General Melinda Miguel, Deputy Director of Investigations Larry Burns, CFA Executive Director Stacy Lehman

QUALITY ASSESSMENT REVIEW

Auditor General - Quality Assessment Review 2023-24 Fiscal Year

In accordance with Section 11.45(2)(i), Florida Statutes, the Auditor General conducted a quality assessment review of the Department of Transportation, Office of Inspector General's internal audit activity. By law, they are required to review a sample of each agency's internal audit reports once every 3 years. This review also assists the internal audit activity in meeting the external review requirements of professional auditing standards.

The review covered the period July 1, 2023, through June 30, 2024. The overall objectives include evaluating the extent to which the Office of Inspector General's internal audit activity conformed to applicable professional auditing standards and the Code of Ethics issued by the Institute of Internal Auditors (as applicable), and complied with applicable provisions of Section 20.055, Florida Statutes. The review included:

- A preliminary meeting with the Inspector General and chief audit executive to gather background information on the internal audit activity and its organizational environment.
- As appropriate to the organizational environment, interviews and surveys of selected audit customers and audit staff members.
- An examination of the internal audit charter, selected policies and procedures, and the quality assurance and improvement program.
- An evaluation of compliance with applicable provisions of Section 20.055, Florida Statutes.
- A review of a representative sample of internal audits completed, or substantially completed, during the review period and referencing professional auditing standards, and a closing conference with the Inspector General, chief audit executive, and other designated key personnel.

STATE OF FLORIDA AUDITOR GENERAL
Quality Assessment Review

Report No. 2025-047
November 2024

DEPARTMENT OF TRANSPORTATION

Office of Inspector General's
Internal Audit Activity

For the Review Period
July 2023 Through June 2024



Sherrill F. Norman, CPA
Auditor General

The final Assessment Review included an opinion as to the internal audit activity's conformance with professional auditing standards and the Code of Ethics issued by the Institute of Internal Auditors (as applicable). The review also included comments regarding compliance with applicable provisions of Section 20.055, Florida Statutes.

The Assessment Review stated: "In our opinion, the quality assurance and improvement program related to the Department of Transportation, Office of Inspector General's internal audit activity was adequately designed and complied with during the review period July 2023 through June 2024 to provide reasonable assurance of conformance with applicable professional auditing standards and the Code of Ethics issued by The Institute of Internal Auditors. Also, the Office of Inspector General generally complied with those provisions of Section 20.055, Florida Statutes, governing the operation of State agencies' offices of inspectors general internal audit activities."

QUALITY ASSURANCE AND OPERATIONS SUPPORT

The mission of the Quality Assurance and Operations Support Section (QAOS) is to ensure quality audit and investigative products that fully comply with all professional and office standards and support the operations of the Office of Inspector General.

The QAOS section's duties and responsibilities are to:

- Ensure OIG policies and procedures are current and designed to conform with professional auditing standards;
- Perform internal assessments in accordance with professional auditing and investigative standards and OIG procedures, such as report reviews and quality assurance reviews of audit working papers;
- Conduct an annual risk assessment, and develop the annual audit work plan, in coordination with the Director of Audit;
- Prepare the annual report;
- Maintain daily operational functions including human resources, facilities management, travel, and inventory;
- Plan and maintain the OIG's budget and segregate duties for Purchasing Card (P-card) transactions and approval;
- Maintain the OIG's information technology infrastructure, such as SharePoint and Internet sites;
- Monitor staff training requirements and completion dates in compliance with professional standards and review training reports monthly;
- Maintain OIG awareness and communication tools (brochures, presentations, surveys, trainings, etc.); and
- Administer and maintain TeamMate, the OIG's Audit project management software.

Total Audit Workpaper Quality Assurance Reviews: 28

Review of Audit Products: 29

Review of Investigations Products: 9

Total Number of Reviews for all Products: 38

NEW STANDARDS

On January 9, 2025, the Institute of Internal Auditors (IIA) issued the new Global Internal Audit Standards, establishing a unified framework that raises expectations for independence, quality, and value in internal auditing. The Florida Department of Transportation's Office of Inspector General (OIG) acted promptly to ensure full conformance with these standards.

To meet the requirements, our office conducted a thorough review and enhancement of all governance, policy, and audit practices. Key updates included:

- **Audit Management Software Templates** All templates in TeamMate+ were revised to incorporate new terminology, risk assessment criteria, and documentation requirements.
- **Policies and Procedures** Every policy and procedure was updated to ensure alignment with the Standards' principles of integrity, objectivity, and due professional care.
- **Audit Charter** The OIG's charter was refreshed to reinforce independence, authority, and accountability under the updated Standards.
- **Audit Manual** Engagement methodology, roles, and reporting processes were revised to reflect new professional expectations.
- **Strategic Plan** The FY 2025-2026 Strategic Plan was redesigned with five strategic goals and supporting initiatives that directly align with both the Standards and FDOT's mission.
- **SMART Goals** SMART goals were updated across the office to align with the principles of accountability and continuous improvement. A new SMART goal focused on honesty and professional courage was added for all staff, reinforcing the Standards' emphasis on integrity and ethical conduct.
- **Attestation Forms** Updated to reflect heightened requirements for independence, objectivity, and ethical responsibilities.
- **SharePoint Sites** Restructured for improved organization, accessibility, and transparency of audit resources.



These efforts demonstrate our office's commitment to continuous improvement and professional excellence. By aligning with the 2025 Global Internal Audit Standards, the OIG ensures that its audit and oversight functions add value, enhance accountability, and foster integrity across the Department of Transportation.

TRAINING, CERTIFICATIONS, AND AFFILIATIONS

Professional standards require the OIG's staff to be proficient, competent, as well as collectively possess and apply knowledge, skills, and experience when performing audit and investigative work. Additionally, auditors and investigators should complete Continuing Professional Education (CPE) courses related to their primary responsibilities.

Our auditors adhere to the *Government Auditing Standards* for completing 80 CPE hours in a 2-year period with 24 of those hours being related to government auditing.

Our investigators adhere to the *Principles and Standards for Offices of Inspector General* for completing 40 CPE hours in a 2-year period with 12 of those hours being related to investigations.

The Quality Assurance and Operations Support Section provides oversight of the training program to ensure staff meet the CPE requirements and completed courses are documented adequately. OIG internal Procedure No. 450-a10-008, Training and Professional Development, has guidance on how to identify levels of expertise for meeting organizational requirements. The training program is evaluated regularly to ensure staff needs are being met, ensure the best training sources are used, and maintain an adequate training fund.



Certifications	No. Staff
CFE - Certified Fraud Examiner	3
CGAP - Certified Government Auditing Professional	1
CIA - Certified Internal Auditor	4
CIG - Certified Inspector General	4
CIGA - Certified Inspector General Auditor	11
CIGI - Certified Inspector General Investigator	8
CISA - Certified Information Systems Auditor	3
CLE - Certified Law Enforcement	1
CPM - Certified Public Manager	10
FCCM - Florida Certified Contract Manager	19
NP - Notary Public	6

STAFF DEVELOPMENT AND PROFESSIONAL GROWTH

The OIG is committed to building a strong, capable workforce through training, certifications, and mentoring opportunities that foster continuous learning, collaboration, and leadership development.

Professional Training and Skill Development

Throughout the year, staff participated in training designed to strengthen technical and professional skills, including:

- **Audit and Investigative Training:** Audit methodologies, investigative techniques, report writing, documentation standards, and ethics.
- **Technology Training:** Power BI, data analytics, Visio, AI fundamentals (ISACA), IT asset management, and fraud detection tools.
- **Leadership and Communication:** Effective communication, professionalism, independence and objectivity, and supervisor/leadership skills.
- **Specialized Programs:** Fraud detection blueprint, audit manager training, and the Journey to Integrated Assurance course.

Certifications and Career Development

Employees advanced their professional qualifications through both certification programs and higher-level academies, including:

- **Certified Public Manager (CPM)** - Three (3) staff members currently enrolled, advanced, and two (2) recently graduated.
- **Florida Certified Contract Manager (FCCM)** - Twelve (12) staff members successfully achieved certification.
- **Certified Internal Auditor (CIA)** - Three (3) staff members are actively studying for various parts of this exam.
- **Certified Inspector General Auditor (CIGA) and Investigator (CIGI)** - Three (3) staff members attained certifications.
- **Certified Information Systems Auditor (CISA)** - Six (6) staff members participated in training toward credentialing.
- **FDOT Management Academy** - One (1) staff member graduated from Management Academy in leadership and management skills.

STAFF DEVELOPMENT AND PROFESSIONAL GROWTH

Mentoring

The OIG mentoring program continued to provide valuable opportunities for staff to both share expertise and learn from peers.

- Participation included **12%** of office staff in the Spring cohort, with mentors and mentees across Audit, Investigations, QAOS, and External functions.
- Pairings supported leadership growth, technical skill building, and knowledge transfer.

Knowledge Sharing

The OIG places a strong emphasis on cultivating a culture of learning and collaboration through regular knowledge-sharing opportunities. Every other month, staff lead Tec Trainings on technical topics such as Excel, TeamMate, Outlook, Microsoft shortcuts, and process mapping in Visio. In addition, the Office hosts Let's Talk Wednesday, where staff present on broader professional development and workplace topics, including report writing tips, public speaking, and employee benefits. These initiatives not only enhance individual skills but also foster collective expertise, strengthen communication across the Office, and reinforce our commitment to continuous improvement.

Organizational Engagement

OIG employees contributed beyond individual development by representing the office in workgroups and professional networks, including:

- AASHTO taskforces and working groups;
- Target Zero;
- FHWA coordination meetings;
- IIA Tallahassee Chapter Board and Treasurer roles; and
- AIG training and coordination efforts.

OIG STAFF ACCOMPLISHMENTS

Employee of the Quarter Recipients



Nick Cooper, Lisa Widener, Rebecca Stremcha, Adam Knott

Thank you for being bold, innovative, and/or inspirational, providing a tangible or intangible benefit, and serving as an example, which encourages others.

Employee of the Year



Heather Shepard and Kris Sullivan

Encouraging the Heart

Launched in Spring 2023, this award honors OIG staff who inspire others, celebrate achievements, and foster a positive workplace. The Inspector General proudly presented the award to one deserving recipient.



Heather Shepard and Kris Sullivan

OIG STAFF ACCOMPLISHMENTS

OIG Mentoring Program

In May 2021, the OIG launched its mentoring program, designed to help staff develop key skills that are crucial to both their current roles and future career growth. The FY 2024-25 cohort had four mentor-mentee pairs. Each mentoring pair works closely to set goals and track progress, creating a personalized development experience.

The program not only benefits the mentees, who receive tailored guidance, but also the mentors, who gain the satisfaction of passing on their knowledge and shaping the next generation of leaders. It's a unique opportunity for both parties to learn from one another and grow together in a supportive environment.

With a strong emphasis on personal and professional development, the OIG mentoring program is paving the way for well-rounded and confident professionals.



Nicholas Cooper, Kim Likens, Rebecca Stremcha, Heather Shepard, Larry Burns, Not pictured: Misha Jordan

OIG STAFF ACCOMPLISHMENTS

Certified Public Manager Graduates

The Certified Public Manager (CPM) program is a nationally recognized program for training and developing public managers and supervisors. It is currently offered in 38 states and by the federal government. The primary goals are to professionalize public management and improve organizational efficiency and effectiveness. This past year, Heather Shepard and Ryan Moore received their certifications.



Heather Shepard



Ryan Moore

Management Academy Graduate



Barbara Brown-Walton

Management Academy builds on the foundation presented in the Supervisors Academy and focuses on managing teams and/or projects. Some of the topics covered in this program include teamwork, communication and listening skills, the Department's business model, recognition, budget and rate, management styles, emotional intelligence, conflict management, generational issues, and working with elected officials and staff.

OIG STAFF ACCOMPLISHMENTS

The Association of Inspectors General is a professional, non-profit organization that supports and advances the professionalism and integrity of Inspectors General offices. The Association serves as a civic, educational, charitable, and benevolent organization for the exchange of ideas, information, education, knowledge, and training among municipal, local, state, national, and international Inspectors General.

Certified Inspector General Auditor Graduates



Melinda Coleman and Adam Knott



Certified Inspector General Investigator Graduate

Tierra Holt successfully completed the Certified Inspector General Investigator program and received her certification. (Not pictured.)

OIG STAFF ACCOMPLISHMENTS

Fraud Awareness Week Campaign

In recognition of International Fraud Awareness Week (November 17-23, 2024), the Office of Inspector General (OIG) led a statewide campaign to raise awareness about the importance of fraud prevention and reporting. Packets were distributed to each district containing the OIG Annual Report, informational brochures, flyers, and a poster to be displayed in facility lobbies. A digital version of the poster was also shared with facility managers to allow for broader distribution.

At Central Office, OIG staff hosted an outreach event on November 18 at the Burns and Barry buildings, greeting employees and distributing materials while reminding staff how to report fraud. Posters and displays were set up in the lobby to reinforce the message throughout the week. This campaign successfully increased visibility of the OIG and reinforced the Department's commitment to accountability, transparency, and integrity.



TEAM NORMS

OFFICE OF INSPECTOR GENERAL

TEAM NORMS

TO BE ONE OIG, WE WILL:

1. FOSTER OPEN COMMUNICATION:

Engage constructively with teammates by providing positive feedback, listening actively, and expressing ideas clearly both verbally and in writing.

2. BUILD TRUST THROUGH TRANSPARENCY

Commit to transparency in all interactions, fostering an environment of mutual trust and respect.

3. PROMOTE A POSITIVE WORKPLACE CULTURE:

Be approachable and open-minded, showing patience and grace in all interactions. Celebrate successes, both big and small, and engage in workplace activities to enhance community spirit.

4. NURTURE A RESPECTFUL ENVIRONMENT:

Demonstrate integrity, and honesty in all interactions, acknowledging personal boundaries and maintaining a welcoming atmosphere.

5. DRIVE COLLABORATION AND INNOVATION:

Collaborate across teams and divisions, encouraging innovative thinking and supporting the exchange of new ideas.

6. PRACTICE ACCOUNTABILITY:

Honor commitments, manage emotions, and accept the outcomes of decisions and actions.

7. EMPOWER AND PROVIDE SUPPORT:

Empower one another and inspire each other by embracing continuous learning, sharing knowledge, being open to different perspectives, and striving to add value in our profession.



ACCOUNTABILITY HOTLINE

Report Fraud, Waste, Abuse,
Misconduct, or Mismanagement.



Someone is using
Department property or
people for personal gain.



Someone is intentionally
misleading the Department
for financial gain.



Someone is receiving
a benefit to
"look the other way."



Someone is committing
other types of fraud,
waste, abuse, misconduct,
or mismanagement.



Office of Inspector General

Accountability | Integrity | Efficiency

visit <https://www.fdot.gov/ig> for more information.