



**Amtrak Office of
Inspector General**

STRATEGIC ACTION PLAN

Fiscal Years 2024-2029



OFFICE of INSPECTOR GENERAL
NATIONAL RAILROAD PASSENGER CORPORATION

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INTRODUCTION

The Amtrak Office of Inspector General (OIG) Strategic Action Plan for Fiscal Years 2024-2029 outlines the mission, vision, and values; organizational goals; and actions that guide and drive our organization as we accomplish, with integrity, our mission to provide independent, objective, and non-partisan oversight of Amtrak's programs and operations through our audits and investigations.

When the COVID-19 pandemic devastated Amtrak's ridership and revenue, the company's day-to-day operations and workforce were dramatically affected. For example, in February 2019, Amtrak was on pace to achieve its highest levels of ridership and revenue since its establishment in 1971. By March 2019, however, the pandemic had caused it to lose 97 percent of its ridership. Pandemic relief laws provided Amtrak a total of \$3.7 billion in emergency funding, and in November 2021, the Infrastructure Investment and Jobs Act (IIJA) gave it access to as much as \$66 billion in funding for capital needs from FY 2022-2026—the largest investment in passenger rail since Amtrak's establishment.

The economic impact of the pandemic—along with the influx of funding from pandemic relief laws and the IIJA—not only required Amtrak to pivot with extraordinary agility, but also required the OIG to follow suit. Accordingly, our Strategic Plan became an Action Plan driven by our operational need to adjust to the quickly evolving functional, fiscal, and organizational state of the company in the wake of these dynamic events.



MISSION, VISION, AND VALUES

MISSION.

We provide trusted oversight through audits and investigations focused on improving Amtrak's economy, efficiency, and effectiveness; prevent and detect fraud, waste, mismanagement, and abuse; and deliver timely information to Amtrak management, its Board of Directors, Congress, and the public about problems and deficiencies relating to Amtrak's programs and operations.

We independently and objectively identify risks and vulnerabilities that directly or potentially affect Amtrak's mission and its responsibilities to its partners and the travelling public. We target our resources by identifying Amtrak's most serious management and program challenges and developing recommendations to address them.

VISION.

We strive to be a model OIG that improves Amtrak's programs and operations and delivers timely, accurate, and actionable products that add value to Amtrak management, the Board of Directors, Congress, and the public.

VALUES.

We are committed to a culture of:

- carrying out our mission with objectivity, independence, and integrity, both in fact and in appearance;
- delivering products that are accurate, timely, actionable, and responsive to the needs of Amtrak and its stakeholders;
- upholding our professional standards;
- engaging our stakeholders with respect and transparency;
- fostering a highly competent and professional workforce, always mindful of diversity, equity, and inclusion in all aspects of hiring, promotions, performance, and recognition;
- striving for continuous improvement within the OIG; and
- developing the limitless potential of our staff.

We embrace and advance these values to maintain the OIG as a model organization within the federal Inspector General community.



AMTRAK OIG'S STRATEGIC ACTION PLAN GOALS

GOAL 1: Commitment to OIG Mission

- Produce timely, accurate, actionable, and high-impact reports that are objective in fact, and respectful in tone and delivery.
- Regularly assess Amtrak's most serious management and program challenges and dedicate resources to auditing and investigating these areas.
- Maintain professional standards to the highest degree and execute our work in accordance with them.
- Regularly assess our performance in accomplishing our mission, which includes performance indicators such as stakeholder feedback, accomplishments, and opportunities for improvement.



GOAL 2: **Commitment to OIG Staff**

- Continually invest in the development of a highly-qualified, professional, and diverse workforce.
- Foster a workplace culture in which all employees are personally and professionally valued, supported, and included.
- Advance employees' potential with training opportunities that meet professional requirements; provide meaningful leadership and technical growth; and foster personalized development that anticipates succession planning.
- Develop and utilize a dynamic and iterative staffing plan—influenced by character, leadership potential, competence, work ethic, and diversity—that tracks current staff and identifies targeted growth; anticipates retention, attrition, new hires, promotions, and retirements; and fills all positions with highly qualified candidates as promptly and efficiently as possible.

GOAL 3: **Commitment to OIG Stakeholders**

- Develop and maintain respectful and appropriate working relationships with key stakeholders, such as Congressional committees of jurisdiction, Amtrak's Board of Directors, Amtrak officials, the Department of Justice, the Office of Management and Budget, and the Council of the Inspectors General on Integrity and Efficiency.
- Deliver accurate, timely, and actionable information to our stakeholders through regular communications.
- Develop and maintain relationship policies through memoranda of understanding with company stakeholders that formalize best practices of oversight relationships.

APPENDIX 1

ORGANIZATIONAL STRUCTURE

The Office of Inspector General (OIG) is headquartered in Washington, D.C., with field offices in Boston, Massachusetts; Chicago, Illinois; Los Angeles, California; Miami, Florida; New York, New York; and Philadelphia, Pennsylvania.

The **Inspector General** provides policy direction and leadership for the OIG and serves as an independent and objective voice to Amtrak management, its Board of Directors, Congress, and the public by identifying opportunities and promoting solutions for improving Amtrak's programs and operations, while preventing and detecting fraud, waste, mismanagement, and abuse. The **Deputy Inspector General** serves in the stead of the Inspector General, as required, and leads the operational and support staffs within the OIG, which include the following:

Office of Counsel.

This office, led by the Counsel to the Inspector General, provides legal assistance and advice to OIG senior management and supports audits, investigations, and special reviews. The Office of Counsel also coordinates OIG legal matters with Amtrak's Law Department and external entities such as the Department of Justice and federal and state law enforcement.



Audits.

This office, led by the Assistant Inspector General for Audits, conducts independent and objective audits and reviews across the spectrum of Amtrak's programs and operations. It produces reports aimed at improving Amtrak's economy, efficiency, and effectiveness, while seeking to detect and prevent fraud, waste, mismanagement, and abuse. It also identifies suspected fraud in Amtrak programs and operations and refers this to the Office of Investigations.

Investigations.

This office, led by the Assistant Inspector General for Investigations, pursues allegations of fraud, waste, mismanagement, abuse, and other misconduct that could affect Amtrak's programs, operations, assets, and other resources. It refers investigative findings to the Department of Justice, and state and local prosecutors, for criminal prosecution or civil litigation, or to Amtrak management for administrative action. It also identifies actions the company could take to reduce vulnerability to misconduct and criminal activity and refers suspected or identified internal control weaknesses to the Office of Audits.

Office of Communications, Data Analytics, and Quality Assurance.

This office, led by the Chief of Staff, includes Communications and Outreach, Data Analytics, and Quality Assurance and Quality Control. This office works closely with OIG management on daily office operations, including organizing and prioritizing essential activities, generating executive communications, managing calendars, and serving as liaison between the OIG and Congressional staff, Amtrak, and the Inspector General community. The office also manages the OIG's data analytics team, which provides rigorous analysis of Amtrak and third-party data to support audits and investigations. The office also performs regular quality assurance reviews for audit, investigative, and mission support activities.

Mission Support.

This office, led by the Assistant Inspector General for Mission Support, is responsible for providing varied administrative and business support services to all components of the OIG. It offers services in the areas of budget and financial management; contracting and procurement; information technology; human capital; facilities; and policy development in support of daily operations to assist the OIG in carrying out its mission.



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