



**Amtrak Office of
Inspector General**

STRATEGIC ACTION PLAN

Fiscal Years 2025-2030



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 2025-2030 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.

Amtrak is in a historically unprecedented position since it began operations in 1971. Not only is it charged with providing safe, efficient, and effective transportation to its customers, but it is now advancing the largest capital portfolio in its history. With access to as much as \$66 billion from the Infrastructure Investment and Jobs Act, the company is in varying stages of modernizing its fleet, tunnels, bridges, stations, and technology systems. At the same time, the company is pursuing ambitious goals of doubling pre-pandemic ridership to 66 million by fiscal year (FY) 2040 and expanding service to as many as 160 new communities, all while adapting to changes in customer demand in the wake of the pandemic.

The volume of federal funds, the creation of a capital delivery function, and the massive hiring of workers to execute its plans present significant implementation risks and oversight challenges. While the company is pursuing this monumental effort, it also must meet obligations that are difficult under the best of circumstances: running a safe, efficient passenger railroad, pursuing financial stability, and providing excellent service to its customers. Our work demonstrates that Amtrak recognizes the complexity of this moment and is taking steps to proceed responsibly. Nevertheless, the scope of this undertaking is enormous and requires robust, coordinated oversight by the OIG, Federal Railroad Administration, Amtrak’s Board of Directors, and Congress. Accordingly, our Strategic Action Plan will guide our staff to focus on high-impact and high-risk issues at this pivotal moment in the company’s history while simultaneously maintaining organizational flexibility, improving the capabilities of our staff, levying clear expectations for our team, informing key stakeholders, and measuring success.



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 traveling 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:

- following the law and upholding professional standards;
- accomplishing our mission with objectivity, independence, and integrity;
- producing high impact products that are accurate, relevant, and actionable;
- continuous organizational assessment and improvement;
- engaging stakeholders with respect and transparency; and
- investing in our workforce through merit-based decisions and accountability.

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 and professional workforce, with a variety of expertise.
- Foster a workplace culture in which all employees are personally and professionally valued, supported, and held accountable.
- 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, competence, leadership potential, work ethic, and experience.

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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