

ARCHITECT OF THE CAPITOL
OFFICE OF INSPECTOR GENERAL

STRATEGIC PLAN

FOR FISCAL YEARS 2026–2030











REPORT FRAUD WASTE ABUSE

The Architect of the Capitol (AOC) Office of Inspector General (OIG) maintains an OIG Hotline as a confidential channel for receiving allegations of fraud, waste, abuse, and other violations of law or policy related to AOC programs and operations. Information received through the hotline is evaluated and, when appropriate, referred for investigation or other oversight action.

Individuals may submit allegations to OIG through the following methods:

-  **Phone:** 202.593.1948
-  **Confidential Toll-Free Hotline:** 877.489.8583
-  **Fax:** 202.593.0055
-  **Email:** oig@aoc.gov
-  **Web:** <https://aocoig.oversight.gov/form/oig-hotline-confidential-report>
-  **Mail:** Architect of the Capitol Office of Inspector General
499 South Capitol Street, SW, Suite 518, Washington, D.C. 20515

Message From the Inspector General



I am pleased to present the Architect of the Capitol (AOC) Office of Inspector General's (OIG) *Strategic Plan for Fiscal Years 2026–2030*.

This plan establishes an integrated framework for delivering independent, objective, and risk-based oversight in support of the AOC's mission to serve, preserve, and inspire on behalf of Congress, the Supreme Court, and the American people.

This strategy strengthens and refines our approach to oversight by aligning our mission, vision, values, and goals to guide our work over the next 5 years, with a continued emphasis on accountability and transparency.

We developed this plan using a structured, risk-informed process. We assessed prior performance, stakeholder priorities, and emerging risks, including management challenges and internal control concerns. We also aligned resources with workforce capabilities and will continue to adapt to evolving risks, congressional priorities, and changes in the AOC's operating environment.

Our approach centers on the following three priorities:

- Strengthening accountability and transparency in AOC operations
- Developing a skilled and mission-ready workforce
- Enhancing oversight through effective operations, analytics, and technology

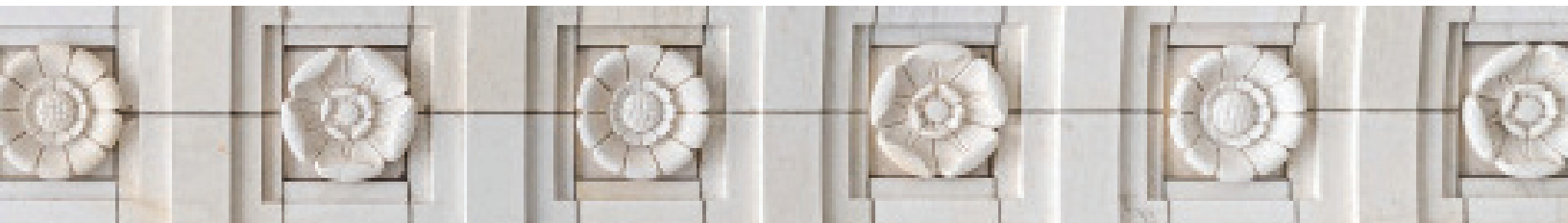
We will focus our efforts on the areas of highest risk and greatest impact, particularly those most vulnerable to fraud, waste, and abuse.

We will deliver timely, high-impact audits, evaluations, and investigations that produce actionable results and support informed decision-making. We will also measure performance and track the implementation of recommendations to ensure our work drives measurable improvements.

I am confident that this strategy will position OIG to deliver meaningful results over the next 5 years. I am honored to lead its implementation alongside our dedicated team, whose expertise and commitment are central to our success. Together, we will continue to provide oversight that strengthens accountability, improves operations, and upholds public trust.

Table of Contents

Message From the Inspector General	i
HIGHLIGHTS	1
About the AOC OIG.....	2
Vision, Mission, and Values.....	3
Strategic Goals Overview	4
Strategic Framework	5
STRATEGIC GOALS.....	6
Goal 1: Ensure Accountability, Stewardship, and Transparency in AOC Operations	7
Goal 2: Develop a Skilled, Resilient, and Mission-Ready Workforce	9
Goal 3: Enhance Oversight Through Effective Operations, Analytics, and Technology.....	11
Strategic Plan Approach.....	13
APPENDICES	15
Appendix A. List of Abbreviations and Acronyms Used.....	16



Inspector General Act

The Architect of the Capitol Inspector General Act of 2007, Title 2 United States Code §1808, established the Office of Inspector General as an independent, objective office within the Architect of the Capitol (AOC). It applies certain sections of the Inspector General Act of 1978 that detail the Inspector General’s duties and authorities and establish important protections for AOC employees and responsibilities for the AOC.



Highlights



About the AOC OIG



OIG Overview

The Architect of the Capitol Inspector General Act of 2007, Title 2 § 1808 of the United States Code established the Office of Inspector General (OIG) as an independent, objective office within the Architect of the Capitol (AOC) and applies certain sections of the Inspector General Act of 1978, as amended, that detail OIG's duties and authorities. It also established employee protections from retaliation for contacting OIG or participating in OIG activities. OIG reports to and is under the general supervision of the Architect of the Capitol. OIG's duties include the following:

- Conduct, supervise, and coordinate audits and investigations relating to AOC programs and operations.
- Review existing and proposed legislation and regulations that impact AOC programs and operations and, in the Semiannual Report, note their impact on the economy and efficiency or the prevention and detection of fraud, waste, and abuse.
- Recommend policies for AOC activities to promote economy and efficiency or prevent and detect fraud, waste, and abuse in its programs and operations.
- Provide a means of keeping the AOC and Congress fully and currently informed about problems and deficiencies relating to the administration of AOC programs and operations and the need for and progress of corrective action.

Vision, Mission, and Values



VISION

Be a trusted and independent oversight partner that drives accountability, safeguards AOC resources, and supports the enduring institutions that represent American democracy.



MISSION

Provide independent, objective oversight that promotes integrity and accountability, improves performance, and safeguards the AOC's stewardship of historic facilities, infrastructure, and resources in service to Congress, the Supreme Court, and the American people.

VALUES



INTEGRITY

We uphold the highest ethical standards in all we do.



INDEPENDENCE

We deliver oversight that is objective and free from undue influence.



ACCOUNTABILITY

We protect taxpayer resources and strengthen public trust through transparency.



PEOPLE

We value, support, and invest in our team, empowering them to achieve excellence in oversight.

Strategic Goals Overview



Goal 1

Ensure Accountability, Stewardship, and Transparency in AOC Operations

Strategic Objective 1.1

Promote efficiency, effectiveness, and continuous improvement across AOC programs and operations.

Strategic Objective 1.2

Maintain a quality control framework to ensure efficient and effective internal operations and compliance with professional standards.



Goal 2

Develop a Skilled, Resilient, and Mission-Ready Workforce

Strategic Objective 2.1

Maintain a culture of high performance and engagement.

Strategic Objective 2.2

Develop a professional development framework that ensures successful transfer of institutional knowledge and promotes subject-matter expertise.



Goal 3

Enhance Oversight Through Effective Operations, Analytics, and Technology

Strategic Objective 3.1

Enhance oversight practices and operations to support mission delivery.

Strategic Objective 3.2

Promote a data-driven approach to prioritizing oversight work, ensuring resources are directed where they have the greatest impact.

Strategic Objective 3.3

Promote the secure and effective use of data and technology.

Strategic Framework



This strategic plan establishes the goals and objectives the AOC OIG will execute to fulfill its statutory mission through audits, inspections, evaluations, and investigations addressing fraud, waste, and abuse. Oversight activities will be guided by an annual Oversight Plan that identifies audits, inspections, and evaluations based on a comprehensive risk assessment process. This process incorporates prior oversight work and lessons learned, the size and complexity of programs and projects, hotline complaints and investigative activity, congressional requests, stakeholder priorities, and emerging risks to ensure that resources are focused where they will have the greatest impact.

Progress will be assessed through performance against defined strategic metrics and the execution of planned oversight work. OIG will establish annual targets and milestones aligned with its strategic goals and will evaluate results achieved, including recommendations implemented, cost savings, compliance improvements, and measurable impacts on AOC programs and operations. These results will be reported through OIG's Annual Performance Plan and Report, providing a transparent assessment of progress and supporting continuous improvement.

In addition, OIG will issue Semiannual Reports to Congress to provide timely updates on oversight activities, significant findings, recommendations, and measurable outcomes. These reports serve as a key mechanism for maintaining transparency, informing Congress and stakeholders, and demonstrating the impact of OIG oversight.



Strategic Goals

Goal 1



ENSURE ACCOUNTABILITY, STEWARDSHIP, AND TRANSPARENCY IN AOC OPERATIONS

OIG will safeguard taxpayer funds and historic assets while providing Congress, the Supreme Court, and the public with clear, actionable insights.

OIG has a statutory mission to conduct oversight of the AOC's programs and operations and to keep the AOC and Congress fully informed. To do this, OIG will support the AOC and its improvement of programs and operations through responsible and transparent oversight.

OIG has identified two strategic objectives to reach this goal.



Strategic Objective 1.1

Promote efficiency, effectiveness, and continuous improvement across AOC programs and operations.

1. Prioritize high-risk, high-impact areas by focusing audit, evaluation, and investigative resources on functions, projects, and contracts that present the greatest potential for financial, operational, or reputational risk.
2. Streamline outreach and coordination plans to communicate findings and recommendations for corrective action.
3. Deliver impactful work products with specific, measurable, achievable, relevant, and time-bound recommendations.
4. Identify opportunities to improve education and training of AOC staff on fraud, waste, and abuse and continue to encourage staff to report on these issues.

Strategic Objective 1.2

Maintain a quality control framework to ensure efficient and effective internal operations and compliance with professional standards.

1. Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence by designing internal operations policy and guidelines for all key administrative, financial, and oversight processes across OIG.
2. Establish an internal policy update schedule for reviewing, revising, and approving all OIG policies and standard operating procedures to ensure they remain current, relevant, and aligned with evolving regulations and organizational needs.
3. Enhance quality management systems to ensure increased alignment with standards by assessing current processes, identifying gaps, and implementing enhancements that bring OIG practices in line with professional, federal, and Council of the Inspectors General on Integrity and Efficiency (CIGIE) oversight standards.
4. Refine OIG methodologies to dynamically respond to emerging risks, incidents, congressional or AOC requests, or changes in resource availability to ensure OIG's work remains timely and relevant.
5. Ensure proper oversight of OIG resources through effective internal controls by implementing policies, procedures, and monitoring mechanisms that safeguard financial, human, and technological resources from misuse, waste, or inefficiency.

Goal 2



DEVELOP A SKILLED, RESILIENT, AND MISSION-READY WORKFORCE



OIG will ensure its staff are well-prepared to oversee the unique responsibilities of the AOC, including historic preservation, large-scale infrastructure, and specialized operational support for Congress and the Supreme Court.

OIG's stakeholders are dynamic. To best serve them, OIG must attract, develop, and retain the best talent; our people are paramount to achieving our mission.

OIG has identified two strategic objectives to reach this goal.

Strategic Objective 2.1

Maintain a culture of high performance and engagement.

1. Cultivate an organizational culture that prioritizes collaboration, professionalism, and fairness.
2. Incorporate strategic planning goals into employees' individual performance and evaluation plans to reinforce accountability and measure progress in a transparent and objective manner.
3. Apply clear performance expectations, timely feedback, and consistent corrective actions to ensure that all staff meet professional, ethical, and quality standards required for effective oversight.
4. Increase management and leadership effectiveness by establishing an employee advisory group and inviting staff viewpoints on how to improve OIG internal operations and practices.

Strategic Objective 2.2

Develop a professional development framework that ensures successful transfer of institutional knowledge and promotes subject-matter expertise.

1. Ensure staff have access to accessible, relevant, and leading-edge training and development opportunities to enhance their performance in current positions and build skills for future positions.
2. Implement a structured knowledge management framework to capture institutional expertise, streamline information sharing, and drive continuous process improvement across the organization.
3. Provide supervisory training and coaching to more effectively equip managers with the knowledge, tools, and skills needed to set clear expectations, deliver constructive feedback, accurately document performance, and address both high performance and deficiencies in a timely and fair manner.
4. Develop an OIG mentorship and coaching program and examine collaboration opportunities with other legislative branch OIGs and/or the greater oversight community.
5. Develop and implement a human capital management plan incorporating succession planning and rightsizing division responsibilities while being mindful of requirements and individual talents.

Goal 3



ENHANCE OVERSIGHT THROUGH EFFECTIVE OPERATIONS, ANALYTICS, AND TECHNOLOGY

OIG will modernize oversight by integrating risk analysis, data insights, and technology to anticipate and address challenges across the Capitol campus.

Federal OIGs increasingly use advanced analytics to detect irregularities early, target audits effectively, and improve the timeliness of investigations. CIGIE identifies data-driven oversight as a best practice. To adapt and respond to new priorities, it is essential that OIG develops and deploys the infrastructure, tools, and expertise to proactively analyze data and assess risk.

OIG has identified three strategic objectives to reach this goal.



Strategic Objective 3.1

Enhance oversight practices and operations to support mission delivery.

1. Enhance the use of data and technology to support the provision of timely, informed insights by leveraging advanced analytics, automation, and emerging tools to collect, process, and interpret data more efficiently.
2. Develop and annually produce an OIG performance plan and report by documenting strategic objectives, key initiatives, and performance metrics that align with OIG's mission and oversight priorities.
3. Augment the current stakeholder communication strategy to proactively engage stakeholders and increase transparency in OIG oversight activities.
4. Develop and implement organizational policies that clearly define operational responsibilities and establish quantifiable performance metrics to ensure alignment with OIG oversight responsibilities and strategic objectives.

Strategic Objective 3.2

Promote a data-driven approach to prioritizing oversight work, ensuring resources are directed where they have the greatest impact.

1. Employ a risk-based, data-driven approach to identify and prioritize work by systematically assessing programs, operations, and initiatives to determine where oversight resources can have the greatest impact.
2. Develop a risk management framework to identify and evaluate the likelihood and impact of potential risk across OIG programs.

3. Enhance responsiveness to emerging risks by strengthening internal controls to ensure quick detection, assessment, and response to new threats or vulnerabilities as they arise. This includes leveraging real-time data, early-warning indicators, and predictive analytics to identify trends before they escalate into significant issues.

Strategic Objective 3.3

Promote the secure and effective use of data and technology.

1. Implement strong data governance practices by aligning with appropriate guidance as prescribed by existing legislation and governing bodies.
2. Establish clear policies for data access, classification, and retention to ensure that OIG information is protected, reliable, and available by establishing clear, consistent, and enforceable policies governing how data are accessed, classified, stored, shared, and retained across all divisions.
3. Integrate emerging technologies, including artificial intelligence, in a manner that enhances oversight capabilities, improves efficiency, and preserves the independence, integrity, and accountability of OIG.
4. Guide OIG staff with skills needed to use data and technology securely and ensure OIG staff possess the technical, analytical, and ethical competencies required to use data and technology in a manner that strengthens oversight, protects sensitive information, and enhances mission delivery.

Strategic Plan Approach

Inspectors General (IGs) operate under statutory authorities that ensure independence and protect against undue influence. This independence enables OIGs to deliver objective, credible oversight. At the same time, effective oversight requires constructive engagement with agency leadership and stakeholders, supported by communication and transparency.

AOC OIG fulfills its mission by serving as a trusted oversight partner, providing timely, objective information that informs AOC leadership and Congress and supports accountability, transparency, and continuous improvement.

In developing this plan, OIG focused on its statutory mission and aligned its operations with AOC's commitment to institutional integrity and responsible stewardship of resources. OIG evaluated prior performance, identified strengths and areas for improvement, assessed stakeholder priorities, and considered workforce capabilities and available resources. This disciplined approach positions OIG to maximize oversight impact and deliver measurable value.

OIG used recent OIG and AOC planning and performance documents, including Statements of Management Opportunities and Performance Challenges, Oversight Plans, Agency Performance Plans, and Performance and Accountability Reports, to inform and align OIG's strategic priorities.



Internal Factors Considered

OIG staff are central to mission success. Through clear expectations, transparent decision-making, and leadership that models ethical and inclusive behavior, OIG strengthens employee trust, reduces silos, and leverages diverse perspectives to deliver high-quality, credible, and impactful oversight.

The AOC operates in a complex and highly visible environment and is a key stakeholder in OIG's oversight mission. The AOC is responsible for maintaining and preserving the Capitol complex, supporting Congress, and managing facilities that are both historic and mission critical. This includes complex infrastructure, major capital projects, and contractor oversight, all within a dynamic environment shaped by shifting priorities, resource constraints, and significant public interest. In this context, strong governance, accountability, and effective oversight are essential.

External Factors Considered

Congress is a primary stakeholder in OIG oversight. OIG has a responsibility to keep Congress informed of significant problems and deficiencies in AOC programs and operations. To meet this responsibility, OIG will continue to strengthen stakeholder

engagement and enhance information sharing, data integration, and reporting practices to provide timely, accurate, and relevant insights that support congressional priorities.

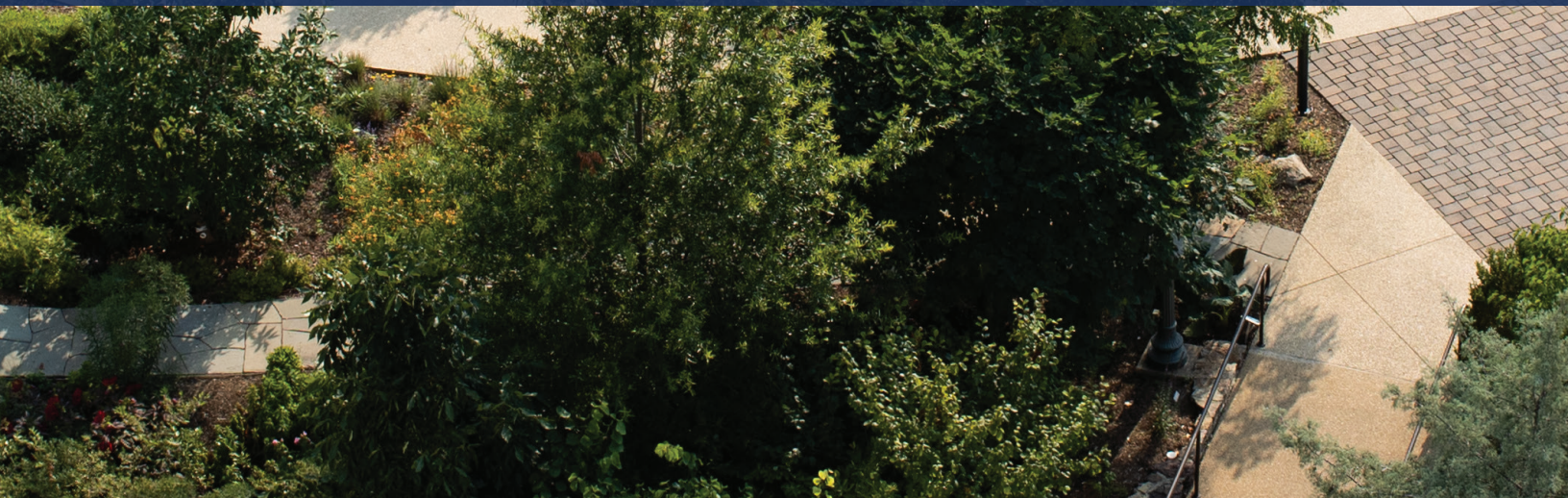
CIGIE establishes and promotes IG community standards and best practices. Through peer reviews and adherence to professional standards, including Government Accountability Office (GAO) Government Auditing Standards and CIGIE quality standards for investigations and inspections, OIG ensures the quality, consistency, and credibility of its work. CIGIE also facilitates collaboration, knowledge sharing, and coordination across the IG community.

OIG is accountable to the American public and committed to maintaining public trust. This plan emphasizes strong internal controls and oversight mechanisms that safeguard independence, ensure adherence to professional and ethical standards, and promote accountability across all operations.

GAO provides complementary oversight across the legislative branch, creating opportunities for coordination and collaboration. Where appropriate, OIG will coordinate to reduce duplication, strengthen oversight coverage, and promote the efficiency and effectiveness of AOC programs and operations.



Appendices



Appendix A



List of Abbreviations and Acronyms Used

Term	Definition
AOC	Architect of the Capitol
CIGIE	Council of the Inspectors General on Integrity and Efficiency
FY	fiscal year
GAO	Government Accountability Office
IG	Inspector General
OIG	Office of Inspector General

