

2025 – 2027

STRATEGIC PLAN



OFFICE OF INSPECTOR GENERAL

LSC | America's Partner
for Equal Justice

LEGAL SERVICES CORPORATION

Strategic Plan At-A-Glance



OUR MISSION

The Legal Services Corporation (LSC) Office of Inspector General (OIG) was created in 1989 as an independent and objective oversight authority, pursuant to the 1988 Inspector General (IG) Act Amendments. The OIG serves to help LSC achieve its mission, ensure compliance with requirements, and combat and prevent fraud, waste, and abuse. While LSC management is ultimately responsible for ensuring the effectiveness of their internal controls, we provide an independent check on their efforts and perform the IG mission by carrying out objective audits, investigations, and other reviews that:

Prevent, deter, and detect fraud, waste, and abuse, and hold wrongdoers accountable.

Promote economy, efficiency, and effectiveness in LSC programs and operations, including grantees' operations and performance.

Keep LSC management, the Board of Directors, and Congress fully and currently informed of significant issues, risks, or deficiencies.



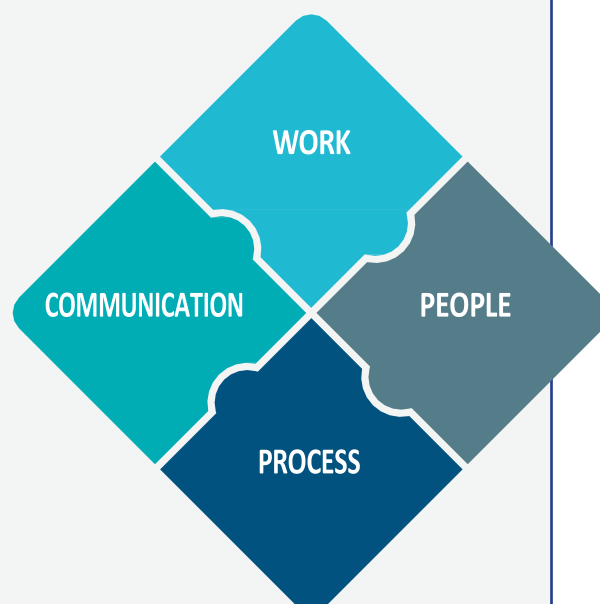
OUR VISION

We strive to be a highly effective, nimble, responsive, and innovative oversight and advisory organization that identifies opportunities for improvements in the federally funded civil legal aid program. We share LSC's mission of advancing the principle of equal access to justice in ways that also promote program integrity, accountability, and transparency.



OUR STRATEGIC GOALS

1. **Work:** Make a difference through timely and high-impact oversight engagements.
2. **People:** Promote strong teamwork and performance by fostering a skilled and creative workforce.
3. **Process:** Advance effective operations by focusing on continuous improvement and innovation of internal policies, processes, and business practices.
4. **Communications:** Maximize OIG's impact by optimizing stakeholder engagement, and innovatively and broadly promoting our insights and recommendations.



Message from the Inspector General

We are pleased to present the Strategic Plan for the Legal Services Corporation (LSC) Office of Inspector General (OIG) for Fiscal Years 2025 through 2027. The OIG's multidisciplinary staff functions as a team of dedicated professionals who promote the highest standards of their professions in the conduct of oversight work.

We strive to be an agent of change.

We constantly endeavor to produce work that is relevant, timely, accurate, and impartial—recognizing the rigor and quality of our products is foundational to our reputation. We will maintain a high-caliber workforce that is positioned to provide high-impact audits, investigations, evaluations, and other reviews. This Strategic Plan describes the principles that will guide our work.

This Strategic Plan organizes our goals and objectives into four focus areas: work, people, process, and communication. This Plan provides the OIG's high-level roadmap for the next three fiscal years and will be complemented by the following subordinate annual plans:

- **OIG Priorities and Performance Plan:** Documents priorities at a tactical level, which have OIG-wide implications, represent the major interests of our stakeholders, link to core requirements, and/or require major investments of time and resources. This Plan will be issued annually and will document major change initiatives and recurring requirements, which enable advancement of each strategic goal and each objective.

- **Business Unit Plans:** Document activities at the operational level in each business unit, which are designed to advance strategic goals and objectives but are under the direction of a particular unit. Some Business Unit Plan priorities may roll up into the Priorities and Performance Plan. These items may include specific performance audit topics, lists of grantees that will undergo audit internal control reviews or fraud prevention reviews, investigative priorities, or internal operational policies or processes targeted for updating.

Our comprehensive planning process will be supplemented by continuous risk assessments, ongoing monitoring of current issues and program initiatives, and engagement with Congress, our Board, and LSC management. We also strive to keep key stakeholders fully and currently informed of our efforts to promote program integrity, transparency, and accountability in LSC's efforts to fund equal access to justice services for low-income Americans.



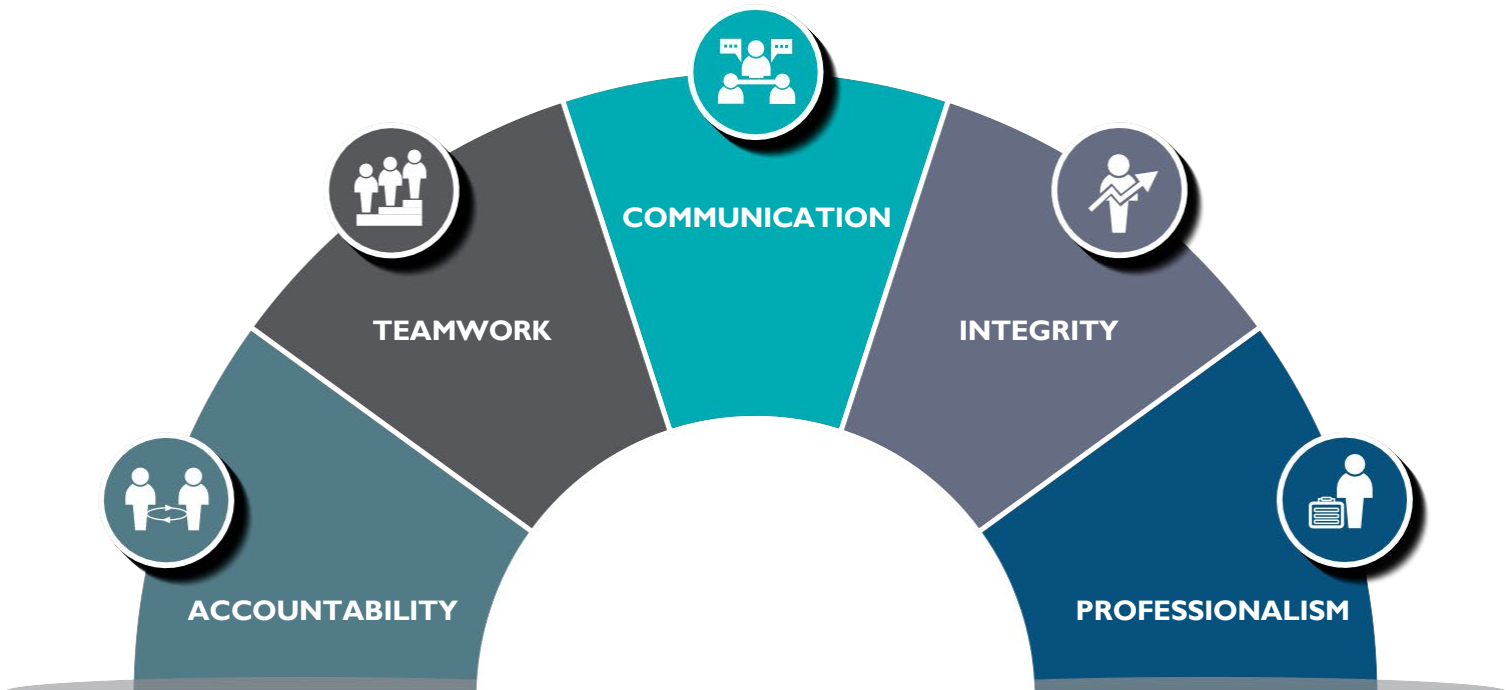
Thomas E. Yatsco
Inspector General
January 2025

Core Values



OUR CORE VALUES

OIG's efforts are guided by five core values that we believe are critical to fulfilling our responsibilities, adding maximum value, and operating as an effective oversight organization that advances the principle of mission first, people always:



Accountability: We commit to excellence, continuous improvement, and innovation—and we follow the Inspector General Act, as amended. We also aim to be proper stewards of taxpayer dollars in our own operations.

Professionalism: We adhere to the professional standards of our disciplines, and produce objective, relevant, timely, and high-quality work products. We invest in our people and ensure they have the time, tools, and training they need to effectively do their jobs.

Integrity: We maintain the highest levels of ethics, trust, objectivity, and credibility.

Teamwork: We foster a collaborative and resilient workforce with employees who are committed to advancing our mission. We also believe in building and sustaining constructive relationships with the LSC Board of Directors, LSC management, grantees, and Congress in our efforts to provide essential oversight work and independent insights.

Communication: We provide insightful, accurate, concise, accessible, and timely written, virtual, and oral communications to LSC grant recipients, LSC management and staff, the LSC Board of Directors, Congress, and American taxpayers.

GOAL I: WORK

Make a Difference Through Timely and High-Impact Oversight Engagements

We will conduct oversight activities that help improve the efficiency and effectiveness of LSC's and grant recipients' programs and operations; combat fraud, waste, and abuse; and advance effective and leading-edge governance activities. We will ensure that our plans and oversight work support LSC's strategic goals. We also aim to be prevention-focused and forward-thinking in all our work planning and execution. That includes anticipating risks and challenges before they occur and enabling LSC, the Board, and grantees to proactively address them.

OBJECTIVES

- I. Produce relevant, accurate, and timely oversight products** that result in program and operational improvements; target fraud, waste, and abuse; and promote the efficiency and effectiveness of LSC and its grantees. To do this, we:
 - a) Conduct and effectively report on rigorous audit, fraud prevention, and evaluation engagements, as well as other special reviews. This includes ensuring that we effectively carry out statutorily required oversight work.
 - b) Conduct investigative cases and other activities designed to detect, raise awareness of, and weed out fraud, waste, and abuse; actively maintaining the OIG Hotline; and working with law enforcement and prosecutors to hold offenders accountable.

GOAL 1: WORK

2. **Employ a risk-based, collaborative planning process approach to identify new oversight engagements** and to prioritize and target oversight work that provides the greatest impact—including seeking feedback from the LSC Board and congressional stakeholders.
3. **Review laws, regulations, guidance, and LSC policies** and practices to provide insights that promote program effectiveness, compliance, and good governance.
4. **Fully leverage the use of data analytics, technology, and risk assessment** in planning, conducting, and reporting on our oversight work. This includes highlighting emerging risks or operational challenges to enable decisionmakers to take proactive and preventative action.

VALUE and IMPACT

We add value through our work by performing three core functions:

- | | | |
|--|---|---|
| <ul style="list-style-type: none">• Assess:
Performing independent oversight activities, including assessing compliance with laws, regulations, and LSC guidance; reporting on deficiencies; evaluating operational performance; identifying fraud vulnerabilities; and investigating allegations of fraud, waste, and abuse. | <ul style="list-style-type: none">• Advise:
Identifying opportunities for improvements in LSC and grantees' programs and operations to facilitate good governance, including reporting on ways to adopt leading or promising practices that could improve efficiency and mitigate fraud risks. | <ul style="list-style-type: none">• Anticipate:
Highlighting and reporting on new challenges and emerging risks that could warrant proactive attention and action to help decision makers stay ahead of the curve and make changes that reflect their evolving operating environments. |
|--|---|---|

GOAL 2: PEOPLE

Promote Strong Teamwork and Performance by Fostering a Skilled and Creative Workforce

We value our employees and want to ensure that they are well trained and prepared to conduct impactful and timely oversight work, while achieving high levels of morale. We strive to promote staff development, encourage teamwork and communication, reward exceptional performance, and recruit and maintain a motivated workforce that is ready to meet the challenges and seize the opportunities facing today's OIGs.

OBJECTIVES

- 1. Provide the tools, training, and resources needed by staff** to do their jobs effectively and grow in their professions, including activities designed to ensure high performance and employee engagement. This includes leveraging subject matter expertise internally and externally.
- 2. Ensure effective human capital management** through strategic recruitment and retention activities that will enable us to attract, hire, and retain the highest caliber of OIG employees with relevant knowledge, skills, and abilities.
- 3. Encourage open communication** by seeking employee feedback on policies, processes, plans, priorities, and our office environment; sharing information across the OIG; and providing timely communication of key internal and external developments that impact employees' work.

GOAL 3: PROCESS

Advance Effective Operations by Focusing on Continuous Improvement and Innovation of Internal Policies, Processes, and Business Practices

We are fully committed to continuous improvement and innovation in our internal policies, processes, operations, and reporting mechanisms. We will pay close attention to our operating environment, and pivot accordingly. We will regularly evaluate our processes to ensure we are living our mission by example in promoting efficiency and effectiveness, and timely updating or revising them as needed.

OBJECTIVES

- 1. Review and periodically update policies and work processes,** including those related to audit, evaluation, investigation, and internal operations. This will include integrating technology and data collection techniques to improve the efficiency and effectiveness of all OIG activities.
- 2. Ensure that all investigations, audit, and evaluation policies and procedures fully align with standards and recommended practices,** with particular emphasis on those promulgated by the U.S. Government Accountability Office and the Council of the Inspectors General on Integrity and Efficiency (CIGIE).
- 3. Maintain efficient, effective, innovative, and ethical policies and processes** for key internal operations, including human capital management, procurement, financial management, information technology, and operations.

GOAL 4: COMMUNICATIONS

Maximize OIG's Impact by Optimizing Stakeholder Engagement and Innovatively and Broadly Promoting our Insights and Recommendations

Effective communication with all stakeholders is vital to ensuring the relevance and timeliness of OIG work and maintaining a reputation for excellence.

That includes fully embracing opportunities to broadly and accessibly communicate OIG's insights and messages. Likewise, we consider stakeholders' input as we plan and execute our oversight work. Having strong working relationships with LSC management and all our key stakeholders, including Congress and our Board of Directors, requires proactive and two-way communication.

OBJECTIVES

- I. Conduct active outreach and communication to consumers of our oversight work** through our traditional mechanisms (e.g., the OIG website, reports, conference presentations, and the media), and employ different ways (e.g., webinars) to reach out to different audiences and expand awareness of our insights and recommendations.

GOAL 4: COMMUNICATIONS

2. Coordinate beneficial relationships with and actively participate in communities important and relevant to the OIG.

This will include:

- a) Participating in the federal, state, and local oversight community—including active engagement in CIGIE committees and working groups.
- b) Engaging with the civil legal aid community and other relevant organizations across the United States.

3. Actively engage with the LSC Board of Directors and its committees to ensure open and transparent information sharing, and to seek feedback on plans, priorities, and organizational performance.

4. Conduct congressional outreach and timely respond to congressional requests from our appropriations, authorizing, and oversight committees and their subcommittees.



External Factors That Could Impact This Plan

The **OIG** faces several potential external influences and challenges that are largely beyond our control, yet they could (1) impede our ability to effectively carry out the goals and objectives set forth in this Strategic Plan, or (2) motivate us to quickly and significantly modify our goals, objectives, and priorities.

These may include:

- **Ability** to ensure management implementation of **OIG** recommendations;
- **Potential** lack of access to **LSC** and grant recipient data, or lack of timely access;
- **Reductions** or stagnation in **OIG** funding;
- **Significant changes** to **LSC**'s authorizing statute, other statutory changes, and/or funding levels;
- **Changes** in congressional, Board of Directors, and management priorities and leadership;
- **Impact** of the evolving political environment on **LSC** and/or **OIG** support; and,
- **Unforeseen catastrophic events** that might affect how we do business or negatively impact continuity of operations, such as natural disasters, pandemics, terrorist attacks, or acts of war.

A

STATUTORY RESPONSIBILITIES

The **Inspector General Act Amendments of 1988** expanded the types of entities that are required to have **OIGs**. Those “designated federal entities” (**DFE**) include **LSC**, and such **IGs** are appointed by the “head of the **DFE**.” As defined by the **Inspector General Act**, as amended, the “head of the **DFE**” for **LSC** is the **LSC Board of Directors**. Accordingly, the LSC Inspector General is appointed by and is under the “general supervision” of the LSC Board of Directors. The LSC IG also reports to Congress. This dual reporting relationship not only keeps both the Board and Congress fully and currently informed but promotes IG independence.

As prescribed by the Inspector General Act, as amended, we are required to:

- **Maintain an independent and objective organization** to conduct and supervise audits, investigations, and other reviews relating to the operations of LSC and its grant recipients;
- **Recommend new or revised policies or activities** to promote economy, efficiency, and effectiveness in the administration of LSC and the programs it funds;
- **Take appropriate actions to prevent and detect fraud, waste, and abuse** in LSC and grantee operations;
- **Seek and coordinate beneficial relationships** between LSC and governmental agencies, and nongovernmental entities to achieve these ends;
- **Keep the Board of Directors and the Congress fully informed** about problems and deficiencies and the necessity for and progress of corrective action;
- **Receive and review complaints** and, as appropriate, fully investigate them from any person or entity, including the Congress;

Appendices

- **Report violations of law** to the U.S. Attorney General or appropriate law enforcement officials;
- **Notify the Board of Directors and the Congress of significant deficiencies** in LSC or its grant recipients that we identify in the course of our oversight work;
- **Review proposed laws and regulations** and make recommendations for potential modifications;
- **Protect the identity of whistleblowers;** and
- **Provide semiannual and other reports to the Congress** that ensure compliance with the IG Act requirement to keep Congress “fully and currently informed.”

B

OIG ORGANIZATION

The OIG is organized into the following business units:

Executive The Inspector General (IG) provides executive leadership to ensure the continued independence and objectivity of the OIG in the discharge of its duties, issuing timely and relevant work products that advance the IG Act, and promoting the effective operation of the OIG. The IG is ultimately responsible for achieving OIG's mission and keeping both the Board and Congress fully and currently informed.

Legal provides legal counsel and strategic advice to all OIG units; leads reviews and comments on legislation, regulations, and policies affecting LSC and its operations; represents the OIG in litigation, including subpoena enforcement matters; responds to Freedom of Information Act requests; and processes subpoenas and potential Independent Public Accountants (IPAs) debarments. Legal also spearheads our congressional relations and public affairs activities.

Audit conducts audits and reviews of LSC programs and its grantees to review compliance with laws and regulations, and reports on deficiencies and opportunities for improvement in LSC programs or operations, including adopting leading practices. The audit unit also monitors the results of the grantee financial audit process performed by IPAs (which is required by federal appropriations law), provides audit guidance to IPAs, tracks IPA findings and corrective actions, and oversees the IPA Quality Control Program to help ensure the quality of work performed by IPAs.

Appendices

Investigations carries out a comprehensive nationwide fraud program to deter and detect illegal, improper, and prohibited activities involving LSC programs, operations, and personnel. It conducts investigations of potential criminal and regulatory violations and works closely with federal, state, and local prosecutors to seek legal remedies as warranted. The unit also conducts fraud prevention reviews to assist grantees in the prevention and detection of fraud. Additionally, the investigative unit also issues proactive advisories of fraud issues, and conducts fraud awareness briefings and field visits focused on educating grant recipients on how to detect and prevent frauds in their programs.

Management and Evaluation provides mission support for OIG operations in planning, financial management, information technology, procurement and acquisitions, human resources, and administrative support. Additionally, it performs data analytics, risk assessments, and special evaluations to strengthen LSC programmatic effectiveness and provide information to stakeholders to promote good governance.



OIG's THREE-TIERED PLANNING PROCESS

OIG organizational planning is conducted at three levels: strategic planning, priority and performance planning, and unit planning. Each level described in the graphic to the right provides increasing amounts of detail and elaboration regarding the activities to be undertaken to achieve OIG's mission and related goals:



STRATEGIC PLAN

- **Answers:** What is the right direction for the organization to achieve its mission and help LSC advance its goals and objectives?
- Is big picture and long-term focused, cutting across fiscal years, including major organizational goals
- Documents OIG's vision, mission, core values, and strategic objectives
- Describes high-level OIG goals and key objectives under each goal related to oversight activities and internal operations
- Revised when major external events occur, but at least every 3 years

PRIORITY AND PERFORMANCE PLAN

- **Answers:** What major priorities are being undertaken to advance OIG's mission and achieve our strategic goals and objectives?
- Identifies change initiatives with OIG-wide implications, including continuous improvement initiatives and recurring requirements involving large time or resource investments, or strong stakeholders interest
- Lists timeframes for start and completion, interim milestones, and metrics to gauge progress
- Describes progress from year to year
- Revised each fiscal year

UNIT PLANS

- **Answers:** What is each OIG unit doing to ensure alignment with the Strategic Plan, advance the Annual Priorities Plan, and achieve other unit-specific objectives or requirements?
- Focuses on day-to-day running of a business unit (Audit, Investigations, and Management and Evaluation)
- Contains lists of unit-specific priorities and requirements
- Includes start and completion dates, interim milestones, and metrics to gauge progress
- Each plan feeds into the Annual Priorities Plan
- Revised each fiscal year

**Office of Inspector General
Legal Services Corporation**

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OFFICE OF INSPECTOR GENERAL
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LEGAL SERVICES CORPORATION



LSC OIG HOTLINE

PROTECT YOUR PROGRAM AND YOUR CLIENTS

REPORT VIOLATIONS OF LAW AND LSC REGULATIONS



FRAUDULENT ACTIVITY

TRAVEL, PAYROLL, AND CONTRACT FRAUD
TIME AND ATTENDANCE ABUSE
THEFT, BRIBERY, AND KICKBACKS
DIVERSION OF CLIENTS/FEEES
CYBER-CRIMES

OTHER VIOLATIONS

IMPROPER USE OF LSC FUNDS
VIOLATIONS OF LSC RESTRICTIONS
CONFLICTS OF INTEREST



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800-678-8868

SCAN QR CODE WITH YOUR
PHONE CAMERA FOR DETAILS