



OFFICE of INSPECTOR GENERAL  
NATIONAL RAILROAD PASSENGER CORPORATION

June 14, 2016

The Honorable Ron Johnson  
Chairman, Committee on Homeland Security  
and Governmental Affairs  
United States Senate  
Washington, DC 20510

The Honorable Charles E. Grassley  
Chairman, Committee on the Judiciary  
United States Senate  
Washington, DC 20510

Dear Chairman Johnson and Chairman Grassley:

This memorandum responds to your letter of February 27, 2015, which requests information relating to our audits and investigations of Amtrak's programs and operations. The information below corresponds to the seven questions listed in your letter.

1. As of April 15, 2016, there were 57 outstanding unimplemented recommendations from 23 audit and evaluation reports. Management agreed, generally agreed, or partially agreed with all 57 recommendations.

The provided Attachment lists our specific recommendations, management's agreement decisions, and the associated dates for this period. Finally, the outstanding unimplemented recommendations included potential cost savings of approximately \$272 million.

2. We did not have any investigative reports that were not responded to within 60 days.
3. We had three investigations involving the equivalent of a GS-15 level or above employee in which misconduct (a company policy violation) was found:
  - **OIG-I-2016-515.** We received a letter from an anonymous source alleging that a senior manager within the Amtrak Police Department (APD) misused his position to benefit a relative who was also employed by the APD. The OIG investigation determined that the manager inappropriately

intervened in matters on behalf of his relative. This action violated Amtrak policy with regard to ethical conduct, conflict of interest and employment of relatives. On January 16, 2016, Amtrak management informed the OIG that the manager was disciplined for violating Amtrak policy.

- OIG-I-2016-519. We received an allegation that an Amtrak manager was viewing or attempting to view content that appeared to be related to nude or partially nude adolescents on his work computer. Our review determined that the manager was instead, viewing adult pornography during work hours. No child pornography was identified. The manager resigned from the company during our investigation and is not eligible for rehire.
- OIG-I-2016-514. We received allegations that an Amtrak employee was viewing or attempting to view nude or partially nude adolescents on his assigned company computer during his work hours. The OIG's subsequent investigation found no evidence to support criminal violations with regard to sexual exploitation of minors. However, our investigation did reveal that the employee violated Amtrak policy with regard to information technology security and usage, in accessing, downloading, posting, uploading, or copying material that might be considered racially, culturally, or sexually sensitive or explicit. As a result of the investigation, the employee retired from Amtrak on February 27, 2016.

- 4 We did not have any instances of whistleblower retaliation.
- 5 We did not have any instances of attempts by the company to interfere with IG independence.
- 6 We did not have any instances in which the company resisted or objected to oversight activities, or restricted or significantly delayed access to information.
- 7 We have 6 closed investigative matters that were not publicly disclosed.
  - PA-13-0163-0. This involved allegations that two Amtrak employees accepted sporting event tickets from Amtrak vendors in violation of company policy. The OIG investigation found no evidence that either employee violated Amtrak policies concerning acceptance of the tickets. However, our investigation revealed that one employee was abusing his

“medical leave of absence” status. He was subsequently removed from the company. Closed: March 11, 2016.

- IL-13-0015-0. This involved allegations that a pharmaceutical provider was submitting excessive claims and higher drug pricing for medications prescribed to Amtrak employees. The OIG investigation did not produce significant information and data to substantiate the allegations. Closed: January 21, 2016.
- DC-14-0257-0. This involved an allegation of suspicious billing activities by a healthcare provider for medical services to Amtrak employees. The allegation was not substantiated. Closed: November 9, 2015.
- PA-15-0095-0. This case involved an allegation that an employee filed a suspect Federal Employers Liability Act (FELA) claim in connection with a workplace injury. The matter was presented to the U.S. Attorney’s Office and subsequently declined for prosecution. The FELA claim with Amtrak was settled out of court. Closed: March 2, 2016.
- DC-15-0282-0. This involved allegations that an employee filed a false injury claim and falsified records relating to her participation in the Amtrak Right Care/Day One Program (Amtrak’s on-duty injury program). Our review did not substantiate either allegation. Closed: November 6, 2015.
- MA-15-0288-0. This involved a proactive investigation that targeted overtime and overtime abuse. Our review did not develop actionable investigative leads. Closed: October 13, 2015.

If you have any questions, please contact me or Kevin Winters, our Deputy Inspector General/Counsel, at 202-906-4600.

Sincerely,



Tom Howard  
Inspector General

Attachment

Cc: The Honorable Thomas R. Carper  
Ranking Minority Member  
Committee on Homeland Security and Governmental Affairs

The Honorable Patrick J. Leahy  
Ranking Minority Member  
Committee on the Judiciary

# Amtrak Office of Inspector General

## Attachment

### Summary of Reports with Open Recommendations, as of April 15, 2016

Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
1	E-11-03 6/23/2011	Food and Beverage Service: Further Actions Needed to Address Revenue Losses Due to Control Weaknesses and Gaps	1	We recommend that the President and CEO direct that actions be taken to establish a pilot project of cashless food and beverage sales on selected routes and trains to determine the short- and long-term effects on operations loss prevention, revenues, costs, customer satisfaction, and the on-board work environment.			Agreed
2	109-2010 9/29/2011	Americans with Disabilities Act: Leadership Needed to Help Ensure That Stations Served By Amtrak Are Compliant	3c	We recommend that the President and CEO direct the Program Director to continue to work with other parties to develop a strategy for achieving ADA compliance for stations Amtrak serves but does not have ADA-compliance responsibility.			Agreed
3	OIG-E-2012-012 5/31/2012	Strategic Asset Management Program: Opportunities to Improve Implementation and Lessons Learned	10	Based on lessons learned from SAM R1a implementation, we recommend that the CIO take the following actions for all ongoing and future major IT implementations: Develop and enforce standards for documenting "As-Is" and "To-Be" business processes at an appropriate level of detail, and gather detailed user requirements in developing new systems. For each program, IT should involve an adequate number of subject-matter experts and process owners during the requirements analysis, design, and testing phases.			Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
4	OIG-E-2012-012 5/31/2012	Strategic Asset Management Program: Opportunities to Improve Implementation and Lessons Learned	9	<p>Based on lessons learned from SAM R1a implementation, we recommend that the CIO take the following actions for all ongoing and future major IT implementations:</p> <p>Develop testing policies and procedure to provide for a decision-making process that includes independent review of test plans and results before the plans are approved and after they are executed.</p> <p>The independent reviewers must certify to the steering committee the plan's completeness and test results to help provide assurance that implementation will be successful.</p> <p>Review of the plan's completeness should include but not be limited to:</p> <ul style="list-style-type: none"> <li>a. testing of end-to-end business processes, all system interfaces, and data that represent a broad cross-section of daily user transactions and business scenarios;</li> <li>b. quality and reliability of all transferred data;</li> <li>c. regression and volume testing of the new system; and</li> <li>d. involvement of key business users who are independent of project team members in user acceptance and approval.</li> </ul>			Agreed
5	OIG-A-2012-016 8/14/2012	Claims Program: Use of Best Practices Would Strengthen Management Controls	9	Develop a program to regularly train claims managers and representatives in Amtrak's policies, procedures, and controls for managing and processing claims.			Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
6	OIG-A-2012-021 9/21/2012	American Recovery and Reinvestment Act: Some Questioned Invoice Charges and Minimal Benefit from Duplicative Invoice-Review Process	3	Establish policies that prohibit contracting for invoice-review services that duplicate other contract-review services.			Partially agreed
7	OIG-A-2012-017 9/27/2012	Annual Financial Statement Audits: Observations for Improving Oversight of the Independent Public Accountant	4	The Acting CFO and Controller provide more comprehensive training for the Contracting Official's Technical Representative and task monitor to ensure that they understand their roles, responsibilities, and authority for managing the technical performance of a complex service contract			Agreed
8	OIG-A-2013-009 3/26/2013	Management of Overtime: Best Practice Controls Can Help in Developing Needed Policies and Procedures	1	Develop corporate-wide policies and procedures for authorizing the use of overtime that address cost-effectiveness, operational efficiency, and safety. These policies and procedures should incorporate the best practices discussed in this report, including: tone at the top; standard employee, supervisory, and timekeeper responsibilities; timing of supervisory approvals; procedures to verify that hours claimed are actually worked; and standard procedures for capturing data that identify the reasons for overtime.			Agreed
9	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	2	In the short term, we recommend that the CIO engage IBM to establish specific timeframe and secure dedicated resources for the resolution of service delivery and contract performance issues identified in	\$31,400,000.00		Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
				IBM's most recent Service Management Review report.			
10	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	12d	In the short term, we recommend that the CIO working with business partners, plan to take advantage of cost-saving opportunities in the following areas: d. Reducing excessive storage space not needed.			Agreed
11	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	12c	In the short term, we recommend that the CIO working with business partners, plan to take advantage of cost-saving opportunities in the following areas: c. Controlling multiple sets of production data.			Agreed
12	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	12b	In the short term, we recommend that the CIO working with business partners, plan to take advantage of cost-saving opportunities in the following areas: b. Reducing the amount of data retained.			Agreed
13	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	10	In the long term, we recommend that the CIO establish and follow a disciplined process to capture complete and accurate ITII program costs.			Agreed



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14	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	9	In the long term, we recommend that the CIO, working with business partners improve the quality of requests for proposals, statements of work, and contract terms and conditions; and develop policies and procedures for ensuring that business requirements are fully identified before the IT competitive process is started.			Agreed
15	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	4	In the long term, we recommend that the CIO, working with business partners improve the capacity planning process to estimate the IT infrastructure needs based on the demands of ongoing and future IT programs.			Agreed
16	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	20	In the short term, we recommend that the CIO improve the SLA for system availability by creating a specific SLA for each critical system instead of relying on averages for group of servers.			Agreed
17	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	18	In the long term, we recommend that the CIO strategically introduce greater competition for IT services to help improve performance, and to provide for alternative service provider if the existing ones are not meeting service expectations.			Agreed
18	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	16	In the short term, we recommend that the CIO, working with business partners, amend the IBM contract or explore other options to restore the disaster recovery capabilities for critical and noncritical systems and infrastructure.			Agreed

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19	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	15	In the long term, we recommend that the CIO working with business partners, plan to take advantage of a cost-saving opportunity by requiring contractors to supply their own computers.			Agreed
20	OIG-A-2013-013 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	8	In the long term, we recommend that the CIO implement a complete CMDB that includes application configuration setting information.			Agreed
21	OIG-A-2013-015 6/12/2013	Real Property Management: Applying Best Practices Can Improve Real Property Inventory Management Information	1	To create a more efficient and accurate real property inventory management information system, we recommend that the President and CEO direct the departments having real property management responsibilities to work together to develop a comprehensive real property inventory management information system that includes consideration of the best practices identified in this report.			Agreed
22	OIG-A-2013-016 7/29/2013	American Recovery and Reinvestment Act: Opportunities Exist to Recover Funds and Reduce Future Costs by Improving Procurement Policies	1	We recommend that the Acting CFO direct the Chief Logistics Officer to seek reimbursement for the questioned costs.		\$596,345.00	Agreed
23	OIG-E-2013-021 9/27/2013	Asset Management: Amtrak is Preparing to Operate and Maintain New Locomotives, but Several Risks to Fully Achieving Intended Benefits Exist	2bi	The designated official should ensure that the sequence for decommissioning Amtrak's existing electric locomotives is finalized. The sequence should reflect a cost-effective approach, supported by an analysis that includes plans for the disposition of each existing locomotive (sell, scrap, lease, or store) and where and how they will be stored			Agreed

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				while waiting disposition or return to the lessor.			
24	OIG-A-2014-001 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2c	We recommend that the President and CEO direct the VP, Operations to ensure that the onboard point-of-sale system includes the capability to provide relevant business management data, such as time-of-sale.			Generally agreed
25	OIG-A-2014-001 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	1	Develop performance measures and metrics for assessing the sales performance of service attendants.	\$154,200,000.00		Generally agreed
26	OIG-A-2014-001 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	3	We recommend that the President and CEO direct the VP, Operations to pilot contracting with a third party to provide onboard food and beverage services on selected routes to determine the qualitative and quantitative costs and benefits of this approach.			Generally agreed
27	OIG-A-2014-001 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	4	We recommend that the President and CEO direct the VP, Operations to develop food and beverage cost and revenue data by train, car, and departure date to reduce the reliance on allocated financial data when developing financial performance reports.			Generally agreed
28	OIG-A-2014-001 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2b	Develop a program to reward high sales performers and counsel or hold accountable low sales performers.	\$21,000,000.00		Generally agreed

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29	OIG-A-2014-005 4/18/2014	Governance: Opportunities Exist to Improve the Travel Card Program and Reduce Risks	2	We recommend that the Chief Financial Officer direct the Travel Services group to evaluate travel card program alternatives' cost and benefits to include the best practices discussed in this report.			Agreed
30	OIG-A-2014-005 4/18/2014	Governance: Opportunities Exist to Improve the Travel Card Program and Reduce Risks	1	We recommend that the CFO direct the Travel Services group to monitor employee travel expenses using data analytics for additional improvement opportunities.			Agreed
31	OIG-A-2014-005 4/18/2014	Governance: Opportunities Exist to Improve the Travel Card Program and Reduce Risks	3	We recommend that the CFO direct the Travel Services group to recover unpaid balances from delinquent cardholders.			Agreed
32	OIG-A-2014-006 5/7/2014	Acquisition and Procurement: Closer Alignment with Best Practices Can Improve Effectiveness	2	After organizational responsibility has been decided, direct the lead executive responsible for procurement activities, in conjunction with other senior executives, to develop a plan to provide strategic direction and focus to the Procurement department to improve its operations based on the best practices discussed in this report in the areas of organizational alignment and leadership, policies and processes, human capital, and knowledge and information management.			Agreed
33	OIG-A-2014-009 7/15/2014	Governance: Improved Policies, Practices, and Training Can Enhance Capital Project Management	2	We recommend that the President and CEO, when the company-wide policies are developed, require each department to develop project management policies that are consistent with the overall policy, and to tailor the policies to their specific activities.			Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
34	OIG-A-2014-009 7/15/2014	Governance: Improved Policies, Practices, and Training Can Enhance Capital Project Management	3	We recommend that the President and CEO direct the Chief Human Capital Officer to lead an effort with the appropriate departmental executives to develop a project management training program.			Agreed
35	OIG-E-2015-001 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	5	Consider implementing the sleeper car attendant changes proposed in the April 11 plan across all of the overnight single-level long-distance trains.			Generally agreed
36	OIG-E-2015-001 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	2	Ensure that the analyses of the costs and risks associated with the initiatives for the Sunset Limited and Auto Train are completed to validate the net benefits of each initiative and revise the initiatives as needed to optimize fleet utilization.			Agreed
37	OIG-E-2015-001 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	1b	Ensure that a consistent process that follows sound business practice is developed, documented, and implemented for decisions related to the utilization of long-distance equipment. This process should: b) Include a consistent methodology for determining the appropriate shop count for different types of equipment.			Generally agreed
38	OIG-A-2015-005 2/11/2015	Governance: Opportunities Exist to Improve the Efficiency of Procurement Practices for Goods and Services	1	We recommend that the Chief Financial Officer, where possible, implement the use of more economical purchasing practices identified in this report to help ensure that the lowest cost is paid for materials, negotiating discounts for early payments, and negotiating extended payment terms with vendors.	\$28,200,000.00		Agreed

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39	OIG-A-2015-006 2/12/2015	Safety and Security: Opportunities to Improve Controls Over Police Department Workforce Planning	1	<p>We recommend that the Chief of Police develop a formal process for workforce planning that incorporates the six principles discussed in this report. Use the workforce planning process to develop strategies to accomplish the following:</p> <p>Clearly identify specific goals and performance measures that support the department's mission.</p> <p>Use risk assessments and workload data to identify security needs and allocate resources to achieve department goals.</p> <p>Identify opportunities to supplement staffing, such as using security guards as cost-effective alternatives to police officers.</p> <p>Monitor and evaluate the effectiveness of the workforce planning process.</p>			Agreed
40	OIG-A-2015-008 3/10/2015	Acquisition and Procurement: Improved Management Will Lead to Acela Parts Contract Cost Savings [Redacted]	6	<p>We recommend that the Senior Vice President/Chief Mechanical Officer and Vice President/Chief Procurement and Logistics jointly take, and assign accountability and milestones for, the following actions for the following: 5. Develop a formal agreement for the assessment of penalties for parts and incentive payments that is based on a business case analysis of cost and benefits, and preserves contract provisions to assess penalties in the future.</p>	\$18,000,000.00		Agreed

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41	OIG-A-2015-008 3/10/2015	Acquisition and Procurement: Improved Management Will Lead to Acela Parts Contract Cost Savings [Redacted]	5	We recommend that the Senior Vice President/Chief Mechanical Officer and Vice President/Chief Procurement and Logistics jointly take, and assign accountability and milestones for, the following actions for the following: 6. Work with Alstom to resolve outstanding warranty claims and amend contract warranty provisions to facilitate timely resolution of warranty issues, such as establishing time limits for settlement, specifying warranty coverage of components and parts, and defining warranty exclusions.	\$19,000,000.00		Agreed
42	OIG-A-2015-008 3/10/2015	Acquisition and Procurement: Improved Management Will Lead to Acela Parts Contract Cost Savings [Redacted]	3	We recommend that the Senior Vice President/Chief Mechanical Officer and Vice President/Chief Procurement and Logistics jointly take, and assign accountability and milestones for, the following actions for the following: 1. Develop the appropriate internal controls and data systems to effectively manage, monitor, and oversee the contract.			Agreed
43	OIG-A-2015-008 3/10/2015	Acquisition and Procurement: Improved Management Will Lead to Acela Parts Contract Cost Savings [Redacted]	1	We recommend that the Senior Vice President/Chief Mechanical Officer and Vice President/Chief Procurement and Logistics jointly take, and assign accountability and milestones for, the following actions for the following: 2. Define, assign, and document the roles and responsibilities of the key officials responsible for managing the parts contract.			Agreed

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44	OIG-A-2015-008 3/10/2015	Acquisition and Procurement: Improved Management Will Lead to Acela Parts Contract Cost Savings [Redacted]	2	We recommend that the Senior Vice President/Chief Mechanical Officer and Vice President/Chief Procurement and Logistics jointly take, and assign accountability and milestones for, the following actions for the following: 3. Conduct a comprehensive review of contract prices for parts and work with Alstom to reset prices where appropriate.			Agreed
45	OIG-A-2015-009 3/13/2015	Human Capital: Incentive Awards Were Appropriate, But Payment Controls Can Be Improved	2	Before the incentive payments are calculated, establish and document policies for updating the payroll system with correct employee compensation information and for finalizing performance ratings.			Agreed
46	OIG-A-2015-009 3/13/2015	Human Capital: Incentive Awards Were Appropriate, But Payment Controls Can Be Improved	3	Allow sufficient time to develop and test the automated system for calculating incentive payouts to help ensure that the actual calculations are correct and comply with the established policies and procedures.			Agreed
47	OIG-A-2015-009 3/13/2015	Human Capital: Incentive Awards Were Appropriate, But Payment Controls Can Be Improved	4	Create an official policy documenting the established rules governing the plan and develop procedures for approving and documenting the exceptions. The incentive committee should approve these documents.			Agreed
48	OIG-A-2015-010 5/19/2015	Information Technology: Reservation System Infrastructure Updated, but Future System Sustainability Remains an Issue	1	The Chief Information Officer should complete a comprehensive reservation system strategy to ensure sustainability and growth as well as the successful integration with other company-wide technology modernization efforts.			Agreed



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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
49	OIG-A-2015-013 6/19/2015	Safety and Security: Progress Made Implementing Positive Train Control, but Significant Challenges Remain	1	Re-evaluate program costs and ensure costs are disclosed in the company's financial plans, including the costs of reimbursing host railroads.			Generally agreed
50	OIG-A-2015-013 6/19/2015	Safety and Security: Progress Made Implementing Positive Train Control, but Significant Challenges Remain	2	Further refine the recently developed master program plan to include detailed tasks, milestones for completion, and periodic review of the plan to measure progress and mitigate schedule slippage.			Generally agreed
51	OIG-A-2015-013 6/19/2015	Safety and Security: Progress Made Implementing Positive Train Control, but Significant Challenges Remain	4	Place a high priority on hiring a PTC program manager and ensure that he or she has clear authority and accountability for managing all implementation tasks.			Generally agreed
52	OIG-A-2016-002 12/16/2015	Governance: Alignment with Best Practices Could Improve Project Management Office Implementation	1	We recommend that the Executive Vice President and Chief Operations Officer work with the executive vice presidents to ensure the planned department-level PMO initiatives are consistent with the company-wide initiatives, to avoid potential waste while company-wide PMO policies and procedures are being developed.			Agreed
53	OIG-A-2016-002 12/16/2015	Governance: Alignment with Best Practices Could Improve Project Management Office Implementation	2	We recommend that the Executive Vice President and Chief Operations Officer (1) direct that the best practices identified in this report are incorporated into the company-wide PMO policies and procedures.			Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
54	OIG-A-2016-003 2/1/2016	Asset Management: Additional Actions Can Help Reduce Significant Risks Associated with Long-Distance Passenger Car Procurement	4	<p>We recommend that the Executive Vice President/Chief Operations Officer take the following actions to help ensure that the Mechanical department and Procurement office continue to improve their management of the project and address project challenges in a timely manner:</p> <p>To the extent needed, identify sources of funding to meet project costs that exceed the current project budget.</p>			Agreed
55	OIG-A-2016-003 2/1/2016	Asset Management: Additional Actions Can Help Reduce Significant Risks Associated with Long-Distance Passenger Car Procurement	3	<p>We recommend that the Executive Vice President/Chief Operations Officer take the following actions to help ensure that the Mechanical department and Procurement office continue to improve their management of the project and address project challenges in a timely manner:</p> <p>Review the current project cost estimate to ensure that the estimate includes costs for additional project management resources, spare parts purchases, and car modifications.</p>			Agreed

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Line #	Report # and Issue Date	Report Title	Rec. #	Recommendation	Funds to be Put to Better Use	Questioned Costs	Mgmt Decision
56	OIG-A-2016-003 2/1/2016	Asset Management: Additional Actions Can Help Reduce Significant Risks Associated with Long-Distance Passenger Car Procurement	2	<p>We recommend that the Executive Vice President/Chief Operations Officer take the following actions to help ensure that the Mechanical department and Procurement office continue to improve their management of the project and address project challenges in a timely manner:</p> <p>Perform an overall project risk assessment and develop a single risk mitigation plan showing all stakeholders and their accountability for actions.</p>			Agreed
57	OIG-A-2016-003	Asset Management: Additional Actions Can Help Reduce Significant Risks Associated with Long-Distance Passenger Car Procurement	1	<p>We recommend that the Executive Vice President/Chief Operations Officer take the following actions to help ensure that the Mechanical department and Procurement office continue to improve their management of the project and address project challenges in a timely manner:</p> <p>Establish a more structured, integrated approach to managing the project, such as the approach being used to manage the company's Gateway program. Key issues that need to be addressed are clarifying project decision-making authority and accountability within the matrix management framework.</p>			Agreed
					\$271,800,000.00	\$596,345.00	

## Amtrak Office of Inspector General

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Management Decision Totals	
Agreed	46
Generally Agreed	10
Partially Agreed	1
Total # of Recs	57
Total # of Reports	23
Total \$ of Cost Savings	\$272,396,345.00