



Memorandum

To: William N. Feidt
Executive Vice President/Chief Financial Officer

From: Stephen Lord 
Assistant Inspector General, Audits

Date: July 31, 2017

Subject: Close-out Memo: Survey of the Asset Monetization/Terminal Development Initiatives (Project Code 008-2017)
Engagement Memo: Audit of Washington Union Station Near-Term Improvement Projects (Project Code 013-2017)

We have completed our survey of the Asset Monetization/Terminal Development Initiatives, which we initiated on April 5, 2017. Our objective was to identify areas warranting further review that could help the company improve the efficiency and effectiveness of these key strategic initiatives. We appreciate the time and cooperation provided by company personnel, particularly Real Estate, Stations, and Facilities staff, during the course of our survey.

Based on the results of our survey, we are initiating an audit of the company's near-term improvement projects at Washington Union Station, which include the concourse modernization, sub-basement structural replacement, and platform and track improvements. These projects are intended to complement the company's future efforts to expand the station as part of the Terminal Development Initiative. Our objective is to assess the company's management and oversight of these near-term projects in terms of cost, schedule, and performance.

During the audit, we plan to interview company officials, and analyze documents and data related to the projects' cost, schedule, and performance. Our request for documents will be made as our work progresses. We will also work to minimize the impact of the audit by coordinating interviews and observations with staff in advance.

Our work will be performed in accordance with generally accepted government auditing standards. Our interactions with the company will be consistent with P/I 2.1.3,

which sets forth the relationship between our office and the company. In particular, section 7.0 of the policy discusses coordination between company officials and our office of audits. To view this policy, see <http://wiki.corp.nrpc/display/APIM20/2.0+Inspector+General>.

We request that your office arrange an entrance conference for us with the appropriate company officials at the earliest possible date. We will keep you advised of the status of our work and any material changes in our objective, should they occur. Todd Kowalski will be the audit manager for this engagement and reports to David P. Bixler, Senior Director, Lead – Audits.

If you or your staff have any questions or need additional information about either of these engagements, please contact me (Stephen.Lord@amtrakoig.gov, 202-906-4742), Eileen Larence, Deputy Assistant Inspector General (Eileen.Larence@amtrakoig.gov, 202-906-4152), or David P. Bixler, Senior Director (David.Bixler@amtrakoig.gov, 202-906-4453).

cc: Stephen J. Gardner, Executive Vice President/Planning, Technology, and Public Relations
Eleanor D. Acheson, Executive Vice President/General Counsel and Corporate Secretary
DJ Stadler, Jr., Executive Vice President/Chief Administrative Officer
Scot L. Naparstek, Executive Vice President/Chief Operating Officer
Sarina Arcari, Vice President/Enterprise Program Management
William Bartlett Bush, Vice President/Real Estate, Stations, and Facilities
Bud Reynolds, Vice President/Procurement
Gerhard Williams, Vice President/Chief Engineer
Matthew Gagnon, Senior Director, Amtrak Controls
Melantha Paige, Senior Amtrak Controls Consultant