



Memorandum

To: Tracie Winbigler
Executive Vice President, Business Transformation
and Chief Financial Officer

From: Jim Morrison *JM*
Assistant Inspector General, Audits

Date: December 11, 2023

Subject: Engagement Memo—Pre-Award Procurement (Project Code 005-2024)

We are initiating a review of the company's procurement process, focused on the pre-solicitation, solicitation, and pre-award phases. For purposes of our review, we will refer to this as the pre-award phase. Our objective will be to determine if the company has effective controls and processes to ensure fair and open competition during the pre-award phase. We may expand our scope or modify our objective during the review. During the review, we plan to interview company officials, assess related policies and procedures, and analyze relevant company data and contracting documentation. We will work to minimize disruptions to the company by coordinating meetings with staff in advance.

We will perform our work in accordance with generally accepted government auditing standards. Our interactions with the company will be consistent with P/I 2.1.4, 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.

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.

If you have any questions, please call (202) 906-4600.

cc: Stephen J. Gardner, Chief Executive Officer
Roger Harris, President, Operating and Commercial
Eleanor D. Acheson, Executive Vice President, General Counsel & Corporate Secretary
Laura Mason, Executive Vice President, Capital Delivery
Eliot Hamlich, Executive Vice President, Marketing and Chief Commercial Officer
Dennis Newman, Executive Vice President, Strategy, Planning & Asset Development
Steve Predmore, Executive Vice President and Chief Safety Officer
Robert Grasty, Executive Vice President and Chief Human Resource Officer
Gerhard Williams, Executive Vice President, Service Delivery & Operations
Christian Zacariassen, Executive Vice President, Digital Technology & Innovation
Kuvershen Ayer, Vice President, Chief Procurement & Supply Chain Officer
Anna Rusakova, Senior Director, Risk Management and Control