



Memorandum

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

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

Date: October 11, 2023

Subject: Engagement Memo—Frederick Douglass Tunnel
(Project Code 001-2024)

We are initiating a review of the Frederick Douglass Tunnel (FDT) program—a \$6 billion investment to replace the existing Baltimore and Potomac Tunnel. Our objective will be to assess Amtrak’s (the company) management and oversight of the FDT program, including its efforts to identify and mitigate major cost, schedule, and performance risks, if any. We may expand our scope or modify our objective during the review. Our work will include, but not be limited to, interviewing company and program officials, reviewing available documentation, and conducting site visits. 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 Resources Officer
Gerhard Williams, Executive Vice President, Service Delivery & Operations
Christian Zacariassen, Executive Vice President, Digital Technology & Innovation
Anna Rusakova, Senior Director, Risk Management and Control