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Inspector General  
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# AMERICANS WITH DISABILITIES ACT:

Leadership Needed to Help Ensure That Stations Served  
By Amtrak Are Compliant

Report No. 109-2010 | September 29, 2011





NATIONAL RAILROAD  
PASSENGER CORPORATION



The Inspector General

## Memorandum

**To:** Joseph Boardman, President and Chief Executive Officer

**From:** Ted Alves

**Date:** September 29, 2011

**Subject:** *Americans with Disabilities Act: Leadership Needed to Help Ensure That Stations Served By Amtrak Are Compliant* (Report No. 109-2010)

Enclosed is our report entitled *Americans with Disabilities Act: Leadership Needed to Help Ensure That Stations Served By Amtrak Are Compliant* (Report No. 109-2010). The objectives of this audit were to assess (1) Amtrak's progress in achieving ADA-compliance at stations it serves, and (2) whether any gaps exist in Amtrak's plan to achieve ADA-compliance by its September 30, 2015, goal.

Your response to our draft report can be found in Appendix I.

We appreciate the courtesies and cooperation of Amtrak representatives during this audit. If you have any questions, please contact me at 202.906.4600 ([Ted.Alves@amtrakoig.gov](mailto:Ted.Alves@amtrakoig.gov)) or David Warren, Assistant Inspector General, Audits, at 202.906.4742 ([David.Warren@amtrakoig.gov](mailto:David.Warren@amtrakoig.gov)).

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Attachment





# In Brief

## AMERICANS WITH DISABILITIES ACT: Leadership Needed to Help Ensure That Stations Served By Amtrak Are Compliant

*The Americans with Disabilities Act (ADA) became law in 1990 and required that intercity rail stations be made accessible to persons with disabilities by July 26, 2010. There are 482 Amtrak-served stations that are required to be ADA-compliant. Our objectives were to assess Amtrak’s progress in achieving compliance and whether gaps exist in its updated plan to achieve compliance by its goal date of September 30, 2015.*

### WE FOUND

Amtrak has not met the requirement to make all stations accessible by July 2010. Since 1990 Amtrak has made limited progress in making the stations it serves ADA-compliant and since its 2009 report to Congress, no additional stations have become compliant. The compliant stations served about 34 percent of Amtrak’s FY 2010 ridership. The remaining stations have not been deemed compliant.

#### Status of ADA-Compliance as of July 1, 2011

ADA Category: Amtrak . . .	Number of Stations	
	Deemed Compliant	Not Yet Deemed Compliant
has sole responsibility	9	138
shares responsibility	31	230
has no responsibility	8	66
<b>Total</b>	<b>48</b>	<b>434</b>

Source: Amtrak

Recent actions by Amtrak have laid the groundwork to help ensure compliance by its goal date of September 2015. The key steps include (1) determining who has ADA responsibility for Amtrak- served stations; (2) refocusing its compliance plan on stations at which Amtrak has ADA responsibility; and (3) most importantly, developing a multi-year program, called the Accessible Station Development Program, to identify and complete the work required to make stations ADA-compliant. While these are important steps, progress in implementing the Accessible Station Development Program has been limited. For example, while some station facility assessments have been completed, no construction contracts have been awarded.

In addition, Amtrak developed and piloted a program to provide audio and visual messages for passengers who are hearing or visually impaired or blind, called the Passenger Information Display System (PIDS); it also initiated a program to improve access to stations for persons using

wheelchairs, called the Mobility First program. However, progress in implementing PIDS has been limited and the Mobility First program has taken longer to complete than expected.

Key gaps also exist in Amtrak’s October 2010 updated plan. First, the plan does not address how stations that Amtrak serves but has no ADA responsibility for will achieve compliance. Achieving compliance for those stations is dependent upon other parties—who are responsible for 225 station structures, 83 platforms, and 241 parking facilities. Second, the plan does not include the estimated cost of compliance. On a related note, Amtrak does not have adequate support for its FY 2012 ADA budget request of \$175 million. Therefore, we question the need for \$175 million. Because Amtrak spent less than anticipated in FY 2010, the Board of Directors approved a Finance Department proposal that no FY 2011 funds be used for ADA projects.

The underlying cause of the limited program progress and planning weaknesses is the program’s fragmented management and lack of accountability for results. Currently, seven departments are involved in program management, with no office or official held accountable for results. Further, the current status of ADA efforts leaves the company vulnerable to significant financial liability resulting from potential legal judgments, and detracts from Amtrak’s goals of improving safety and customer service.

### WE RECOMMEND

OIG makes recommendations to address the program’s fragmented management, lack of accountability, weaknesses in program cost estimates, and gaps in the compliance plan. Amtrak had mixed reaction to the OIG recommendations, agreeing with two and the intent of one but disagreeing with the recommendations regarding fragmented program management and how stations where Amtrak has no ADA responsibility will become compliant.



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## INTRODUCTION

The Americans with Disabilities Act (ADA) became law in 1990, and required that intercity rail stations be made accessible to persons with disabilities by July 26, 2010. In fiscal year (FY) 2010, Amtrak provided intercity rail passenger service to 28.7 million passengers; approximately 304,600 passengers with disabilities (about 1 percent) rode Amtrak. Amtrak serves 528 stations but reports that only 482 stations are required to be ADA-compliant.<sup>1</sup> For ADA purposes, a station consists of one or more various station structures, platforms, and site improvements, including parking facilities and pathways.<sup>2</sup>

Following the passage of ADA, the U.S. Department of Transportation promulgated regulations that established requirements for accessibility of rail stations.<sup>3</sup> The Department of Transportation regulations established standards for the height of ticket counters, types of signage, width of doorways, relative height and setback of rail platforms, and direction on how mobility-impaired passengers are to be accommodated when boarding and disembarking from trains. The U.S. Access Board<sup>4</sup> has issued guidelines indicating how buildings, facilities, and transportation vehicles can be made accessible to persons with disabilities. The Department of Transportation guidelines pertaining to stations have been amended over the years to incorporate Access Board guidelines.

In February 2009, Amtrak provided a plan to Congress as required under Section 219 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA). PRIIA required Amtrak to report on achieving ADA-compliance by the statutory deadline of July 26, 2010. However, the Amtrak report indicated that achieving ADA-compliance at all stations it serves is a complex and resource-intensive challenge that could not be done by the 2010 statutory deadline. The Amtrak report used a goal date of September 30, 2015. The plan included information that only 48 of Amtrak served stations that are required to be compliant were ADA-compliant. The plan

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<sup>1</sup> Amtrak reports that 46 stations are exempt from ADA requirements; 12 stations at which service has been suspended as a result of Hurricane Katrina; 25 “flag stop” stations in rural locations, where trains serve only on a “stop-as-required” basis; and nine VIA Canadian rail stations. In July 2009, in response to PRIIA Section 226, Amtrak reported that \$7.5 million was required to return the 12 Katrina impacted stations noted above to a state of good repair and meet ADA requirements.

<sup>2</sup> In this report we use the term *station* to refer to a station structure, platform, and/or parking facility. However, as noted in the report, some locations do not have a station structure and/or parking facility.

<sup>3</sup> Transportation Services for Individuals with Disabilities (49 CFR Part 37).

<sup>4</sup> The Access Board is an independent federal agency devoted to accessibility issues for individuals with disabilities; it develops and maintains design criteria for buildings, other facilities, and transportation vehicles.

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further noted that \$1.5 billion was needed to make the remaining 434 stations ADA-compliant by Amtrak's goal date. The plan was updated in October 2010.<sup>5</sup>

## **Objectives**

Our audit objectives were to assess Amtrak's plans to achieve compliance with the requirements of ADA. Specifically, we assessed (1) the progress Amtrak has made toward achieving ADA-compliance at the stations it serves, and (2) whether any gaps exist in Amtrak's plan to achieve ADA-compliance by its September 30, 2015 goal. The scope of our audit includes both the February 2009 and October 2010 plans. For a more detailed discussion of our audit scope and methodology, see Appendix II.

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<sup>5</sup> The plan was updated in August 2011, which was after we completed our fieldwork.

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## **FINDINGS AND RECOMMENDATIONS**

### **LIMITED PROGRESS IN MAKING STATIONS ADA-COMPLIANT**

Since 1990 Amtrak has made very limited progress in making its stations ADA-compliant, only 10 percent of served stations required to be compliant were reported as compliant. During the last 2 years, Amtrak has laid the groundwork to help ensure that all stations it serves that are required to be compliant are compliant by Amtrak's goal date of September 30, 2015. The key steps in laying the foundation include (1) determining who has ADA responsibility for the stations Amtrak serves; (2) refocusing its compliance plan on stations at which Amtrak has sole or shared ADA responsibility; and (3) most importantly developing a multi-year program, called the Accessible Station Development Program, to identify and complete the work required to make stations ADA-compliant. While these are important steps, progress in implementing the Accessible Station Development program has been limited. For example, while facility assessments have been completed for some stations, no construction contracts have been awarded.

In addition, Amtrak developed and piloted a program to provide audio and visual messages for passengers who are hearing or visually impaired, called the Passenger Information Display System (PIDS); and initiated a program to improve access for persons in wheelchairs, called the Mobility First program. However, progress in implementing PIDS has been limited and the Mobility First has taken longer than expected to complete. For example, the date to install wheelchair lifts has been changed from February to September 2011.

#### **Few Stations Are Fully ADA-Compliant**

In February 2009, Amtrak reported that 48 stations servicing 34 percent of the FY 2010 ridership were ADA-compliant. Almost 2½ years later, no additional stations have become ADA-compliant, leaving 434 stations that have not yet been deemed ADA-compliant. An Amtrak official involved in managing the ADA program noted that these are in various stages of compliance.

Amtrak's ADA-compliant served stations include stations at which Amtrak has sole ADA responsibility, shares responsibility with another party, and has no responsibility, as shown in Table 1.

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**Table 1. Stations ADA-Compliant as of July 1, 2011**

Category	Number of Stations	
	Deemed Compliant	Not Yet Deemed Compliant
Amtrak has sole ADA responsibility	9	138
Amtrak shares ADA responsibility	31	230
Amtrak has no ADA responsibility	8	66
<b>Total</b>	<b>48</b>	<b>434</b>

*Source:* Amtrak's October 2010 plan update

See Appendix III for a listing of the reported ADA-compliant stations and Appendix IV for the stations that have not been assessed to determine if they are ADA-compliant.

An assessment by the Engineering Department concluded that there are nine ADA-compliant stations at which Amtrak has sole ADA responsibility. The Department engaged a consultant to assist in the assessment and used the *Americans with Disabilities Act Accessibility Guidelines Checklist for Buildings and Stations* developed by the U.S. Access Board. These assessments were completed to support the February 2009 Amtrak ADA Compliance Plan. The remaining 39 ADA-compliant stations Amtrak shares or has no responsibility. These stations were determined to be ADA-compliant based on assessments and completion of compliance work by Amtrak Engineering.

Even though these locations are reported ADA-compliant, Amtrak Engineering plans to have Jacobs Project Management Company complete facility assessments at the 39 stations at which Amtrak shares or has no responsibility.<sup>6</sup> Facility assessments are planned for eight of these stations before the end of FY 2011. If the facility assessment indicates that no work is required to make the station ADA-compliant, the completed assessment will document the station's compliance. Facility assessments for the remaining 31 stations are planned for Fiscal Years 2012 through 2014. There are no plans to reassess ADA compliance at the eight stations at which Amtrak has no ADA responsibility. (These stations are identified in Appendix III).

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<sup>6</sup> In August 2009, the Amtrak Engineering Department contracted with Jacobs Project Management Company to be the program manager for the ADA construction program.

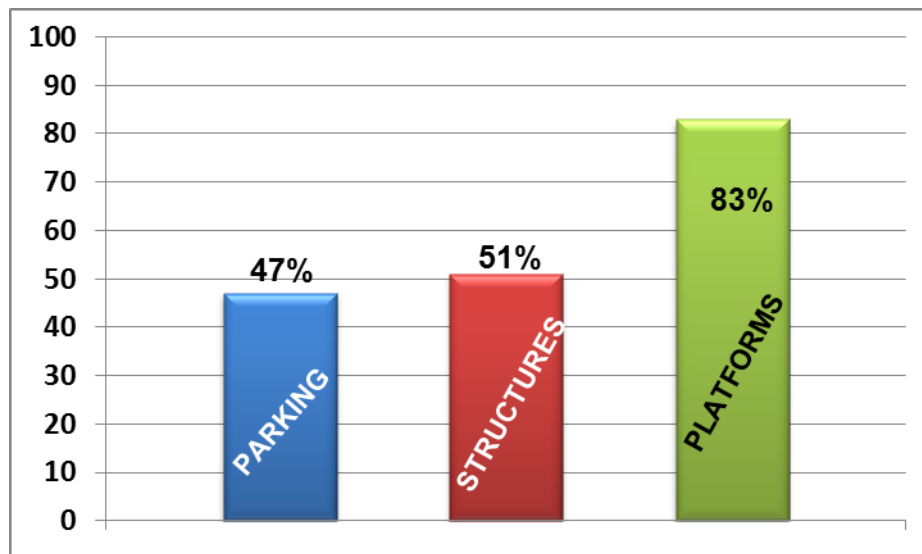


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### ADA Responsibility Has Been Determined

During 2008 and 2009, Amtrak’s Law Department determined who had ADA responsibility at each of the Amtrak served stations requiring compliance. This action was a critical first step because it provided the information to support the 2010 plan update that refocused ADA efforts first to stations where Amtrak had sole responsibility and next to those with shared responsibility. As seen in Figure 1, Amtrak determined that it has sole or shared responsibility for ADA compliance for about half of the station structures and parking facilities and for 83 percent of the platforms. The responsibility for the remainder of the station components rests with other parties, including cities, landlords, and freight railroads.

**Figure 1. Percentage of Stations for Which Amtrak Has Sole or Shared Responsibility for ADA-Compliance**



*Source:* OIG based on Amtrak data

To determine ADA responsibility, the Law Department reviewed all leases and operating agreements with third parties such as landlords or freight railroads to determine whether the agreement assigned responsibility for ADA-compliance. Absent an agreement on assigning ADA responsibility, Amtrak followed the Department of Transportation regulations (49 CFR 37.49) in determining ADA-compliance responsibility. In the case of a station at which more than 50 percent is owned by a public entity, that entity is the responsible party. If more than 50 percent is owned by a private entity, the parties providing commuter or intercity rail service to

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the station are the responsible parties, in a proportion equal to the percentage of all passenger boardings.

### **Implementation of Accessible Station Development Program Has Been Limited**

Amtrak initiated the Accessible Station Development Program in 2010. The completion of this program is essential to meeting the ADA-compliance goal date. Once completed, this program will provide, for the first time, ADA-compliance construction and procurement requirements. Under the program, Amtrak Engineering, working with Jacobs Project Management Company, has developed (1) a survey assessment to identify the work needed to bring all Amtrak served stations into ADA-compliance and (2) a schedule to complete the survey at all Amtrak stations requiring compliance by Amtrak's goal date.<sup>7</sup> As of June 30, 2011, the survey assessment had been completed for 77 of the 104 stations in the FY 2011 program. According to Amtrak Engineering officials, project designs for the work at these stations are currently being developed. These officials expect to award construction contracts for work at 12 stations by the end of this fiscal year. Facility assessments for the remaining 27 stations have been started and are likewise planned for completion by September 30, 2011. However, no construction contracts have yet been awarded.

Under its contract, Jacobs Project Management Company must first complete an accessibility survey assessment to identify the work needed to bring stations into ADA-compliance. The assessment considers, among other things,

- accessible routes from the public right of way, public transit, accessible parking, and passenger loading zone;
- curb ramps;
- elevators and wheelchair lifts;
- ticket and baggage counters;
- drinking fountains, telephones, and bathrooms;

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<sup>7</sup> Amtrak officials stated that it does not plan to complete assessments for stations where they have no ADA responsibility. However, they are included in the schedule for contingency planning purposes should legislation be enacted that expands Amtrak's responsibilities.

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- boarding platforms and rail crossings; and
- signage.

When the assessments are completed, Jacobs is to prepare project designs to address the ADA-compliance deficiencies. Once the designs are approved by Amtrak Engineering, Jacobs is to then award construction contracts and oversee the construction process. However, as of July 31, 2011 no construction contracts have been awarded. Finally, when construction is completed, Jacobs must certify that the station or station component is ADA-compliant.

Amtrak Engineering estimates that it will take between 18 to 22 months to complete the survey assessment, complete project design, award a contract, complete construction, and certify compliance (see Table 2).

**Table 2. Estimated Time Needed to Assess, Construct, and Certify ADA-Compliance at Stations**

Step	Months to Complete
Pre-construction	
Complete facility assessment	
Complete project design/award contract	8 to 10
Complete construction/certify compliance	10 to 12

*Source: Amtrak Engineering*

The time to complete project design and award a contract is affected by the requirement to obtain approval from the appropriate state historical preservation office before commencing construction. According to an Engineering official, some preservation offices delegate review and approval to local bodies that do not meet on a regular basis. As a result, the longer review and approval process has caused some projects to be postponed or delayed.

### **Limited Progress in Implementing Passenger Information Display System**

The Passenger Information Display System (PIDS) was developed in 2010 to provide both audio and visual messages for passengers who are hearing impaired, deaf, visually impaired,

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or blind.<sup>8</sup> PIDS was installed at three stations in Maryland as a pilot project in FY 2010 and Amtrak plans to install it at five more stations during FY 2011. However, the total number of stations receiving PIDS and the cost of the program are unknown.

The Marketing, Sales, Distribution, and Customer Service Department is responsible for procuring and installing the electronic signs that are placed on stations or platforms and the associated software that links the signs to a station's existing audio system. PIDS will only be installed at stations at which audio messaging currently exists. However, according to the Engineering Department, Amtrak does not yet know how many stations have existing audio messaging.

Engineering will use the Accessible Station Development Program's facility assessment process to identify PIDS' needs. Only nine of the 77 stations at which facility assessments have been completed have existing audio messaging. According to Amtrak officials, precise program cost estimates cannot be developed until the PIDS requirements are determined. This data is planned to be available by September 30, 2011.

### **Making More Stations Wheelchair-Accessible Taking Longer Than Planned**

The Mobility First program was developed in 2009 to improve wheelchair accessibility at stations that are not currently wheelchair-accessible. Prior to implementing the Mobility First program, there were 317 wheelchair lifts installed at 241 stations served by Amtrak. As a result of this program, 206 wheelchair lifts have been purchased and contracts have been awarded to construct protective sheds and make any other necessary site improvements. According to the October 2010 plan update, all wheelchair lift installations and any other necessary improvements were scheduled to be completed by February 2011, but completion is now scheduled for September 30, 2011.

Both the Engineering and Transportation departments are involved in implementing the Mobility First program. Station Operations within the Transportation Department manages the purchase and delivery of the lifts to the stations. Between May 2010 and February 2011 it purchased 206 wheelchair lifts to be used as follows:

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<sup>8</sup> According to 28 CFR Part 36 Appendix A, Sections 10.3(14) and 10.4(6), "Where public address systems are provided to convey information to the public in terminals, stations, or other fixed facilities, a means of conveying the same or equivalent information to persons with hearing loss or who are deaf shall be provided. Such methods may include, but are not limited to, visual paging systems using video monitors and computer technology."

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- 174 at stations that are currently not wheelchair-accessible,
- 15 at stations to provide a second wheelchair lift, and
- 17 for training and spares.

Amtrak Engineering manages the construction phase of the Mobility First program. Figure 2 shows the wheelchair lift in a protective shed and how the lift is used to assist a passenger with a disability to board a train.

***Figure 2. Wheelchair Lift in Protective Shed and In Use***



Source (both photos): Amtrak

Before a wheelchair lift can be placed at a location, a protective shed must be constructed to store the lift; associated repairs to platforms and pathways between parking lots and the platforms must also be completed. However, the wheelchair lifts were procured before the required construction related to lift use was completed. Consequently, the lifts could not be used and they were stored at various locations throughout the United States.

As of July 31, 2011, 151 lifts had been installed; 32 lifts were scheduled to be installed in August and September 2011; and the remaining lifts have not been installed due to various complications at the stations. According to Engineering and Transportation Department officials, the installation of wheelchair lifts was delayed because of problems with the wheelchair lift locking mechanisms on the protective sheds, difficulties in lease and access agreements, and objections by State Historic Preservation Officers regarding the appearance of the sheds.



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## **PLAN REFOCUSED BUT DOES NOT INCLUDE FUNDING NEEDS OR STRATEGY FOR DEALING WITH OTHER PARTIES**

Key gaps exist in Amtrak’s updated plan to achieve ADA-compliance. The plan update is now focused initially on stations at which Amtrak has sole ADA responsibility and then next where it shares responsibility. However, it does not include a strategy for making stations ADA-compliant where other parties are responsible for ADA-compliance or an estimate of the cost to achieve ADA compliance. The lack of sound cost estimates also extends to the lack of adequate support for the \$175-million FY 2012 budget request.

### **Plan Refocused**

The October 2010 plan update refocused its ADA-compliance program in two critical ways. First, while the February 2009 plan focused on both ADA-compliance and “state-of-good-repair”<sup>9</sup> work, the plan update focused solely on ADA-compliance work. Second, the 2009 plan focused on all Amtrak served stations that were required to be ADA-compliant, while the plan update initially focuses efforts on the stations<sup>10</sup> where Amtrak has sole responsibility but are not fully ADA-compliant, and then the stations at which Amtrak shares ADA responsibility and also are not fully compliant.

### **Cooperation of Other Parties Needed**

Amtrak’s ability to achieve system-wide compliance depends on other parties and Amtrak faces significant challenges in gaining their cooperation. First, there are many stations for which other parties other than Amtrak are responsible for ADA-compliance. However, the 2010 plan does not address how these stations will become compliant. Second, Amtrak also needs to rely upon other parties to complete ADA work at stations at which it has sole or shared responsibility. However, difficulty in reaching agreements has and will continue to

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<sup>9</sup> In a July 25, 2008, memorandum to the Senate Committee on Appropriations, the Secretary of Transportation defined “state of good repair” as “a condition in which existing physical assets, both individually and as a system, (a) are functioning as designed within their “useful lives”, and (b) are sustained through regular maintenance and replacement programs; state of good repair represents just one element of a comprehensive capital investment program that also addresses system capacity and performance.”

<sup>10</sup> This number can fluctuate based on changes in leases, ownership, or other business relationships that affect ADA responsibility.

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adversely affect ADA-compliance timelines and Amtrak’s ability to meet its compliance goal date.

Our analysis indicates that other parties are responsible for ADA-compliance at stations that affected between 20 and 39 percent of Amtrak’s FY 2010 ridership, as seen in Table 3.

**Table 3. Reported Stations Where Amtrak Has No ADA Responsibility**

<b>Locations</b>	<b>Number of Locations</b>	<b>Fiscal Year 2010 Ridership (in millions)</b>	<b>Percentage of Total Fiscal Year 2010 Ridership</b>
Stations	225	8.4	29%
Platforms	83	5.9	20%
Parking facilities	241	11.2	39%

*Source:* OIG analysis of ADA responsibility and ridership data in the October 2010 plan update

In an effort to facilitate ADA-compliance, Amtrak initiated a program in 2009 to design and build ADA-required improvements for all stations, regardless of legal responsibility, but subject to the other responsible parties’ executing agreements to reimburse Amtrak for the improvements. Between April and October 2010, Amtrak’s Policy and Development Department attempted to negotiate reimbursement agreements with 14 parties, but was unable to finalize any agreements. According to Amtrak’s Policy and Development Department officials, disagreements over project scope and cost precluded reaching agreement. As a result, Amtrak refocused its ADA program in the October 2010 plan update on those stations for which Amtrak is legally solely responsible. The Accessible Station Development Program will establish the requirements needed to make stations ADA-compliant at which Amtrak has no ADA responsibility. However, the plan does not address how these requirements will be met by Amtrak’s goal date.

Even when Amtrak has sole or shares ADA responsibility for a station, it cannot perform the work without obtaining consent from the owner and/or the owner over whose property the construction crew must traverse to access the work site. The Law Department obtained access agreements with all host railroads that permitted the assessments completed under the Accessible Station Development Program to be accomplished. According to Engineering Department officials, most owners have provided the access Amtrak needs in order to make the necessary ADA improvements. However, Amtrak has encountered some property owners who have refused to allow improvements to be made to their property or to provide access across their property.

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### **Overall Program Funding Has Not Been Estimated**

The total funding required to achieve ADA-compliance has not been estimated. The October 2010 plan update did not include an estimate of the funding required to achieve compliance by Amtrak's goal date.<sup>11</sup> As part of the Accessible Station Development Program, Amtrak Engineering has established a schedule for completing survey assessments in fiscal year 2014 for all stations it serves. According to Amtrak officials, until these assessments are completed, reliable data will not be available to project overall program funding requirements. Absent an overall program cost estimate, Amtrak's approach is to annually request funds for ADA projects as part of its annual legislative grant request. This approach asks Congress to approve annual funding requests without any perspective on total program costs and impact the funds would have on achieving program completion. However, the assessments completed under the Accessible Station Development Program and the determination of ADA responsibility have generated sufficient information on requirements and costs to develop an order of magnitude cost estimate for the ADA program.

The lack of cost estimate information is further illustrated by the lack of documentation to support and justify the FY 2012 ADA program budget request of \$175 million. No documentation exists to support the number, type, or location of projects that would be funded. Further, Amtrak has not yet developed a plan indicating how these funds would be spent. Based on Amtrak's expenditure rate of funds for ADA projects so far, and the lack of support for the FY 2012 request, Amtrak is not able to provide assurance that all of the \$175 million request could be effectively and efficiently used within FY 2012. Therefore, we question the need for \$175 million.

In FY 2010, Amtrak set aside \$144 million (\$26 million in American Recovery and Reinvestment Act funds and \$118 million from its capital budget) to fund ADA efforts. However, as shown in Table 4, half-way through FY 2011, Amtrak had spent only \$94 million of the \$144 million allocated for ADA projects in FY 2010.

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<sup>11</sup> Amtrak's first ADA plan issued in February 2009 indicated that it would cost about \$1.5 billion to achieve ADA-compliance at all stations by September 2015. However, Amtrak stated that the cost estimate was based on outdated data and also included costs to bring stations to a "state of good repair." The February 2009 plan also indicated that Amtrak's ADA-compliance cost could be increased by the outcome of a Notice of Proposed Rulemaking issued by the Department of Transportation in February 2006 that would require level-entry boarding at every accessible rail car over the full length of the platform.

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**Table 4. Status of FY 2010 ADA Funding as of March 31, 2011  
 (dollars in millions)**

<b>Fiscal Year 2010</b>	<b>Authorized Budget</b>	<b>Reported Expenditures<sup>a</sup></b>	<b>Expenditures as Percentage of Total Budget</b>
Capital budget	\$118	\$68	58%
ARRA <sup>b</sup>	26	26	100%
<b>Total</b>	<b>\$144</b>	<b>\$94</b>	<b>65%</b>

<sup>a</sup>According to the ADA Working Group, approximately \$46 million has been contractually obligated to Jacobs Project Management Company but has not been spent.

<sup>b</sup>American Recovery and Reinvestment Act of 2009.

*Source:* Amtrak Finance Department

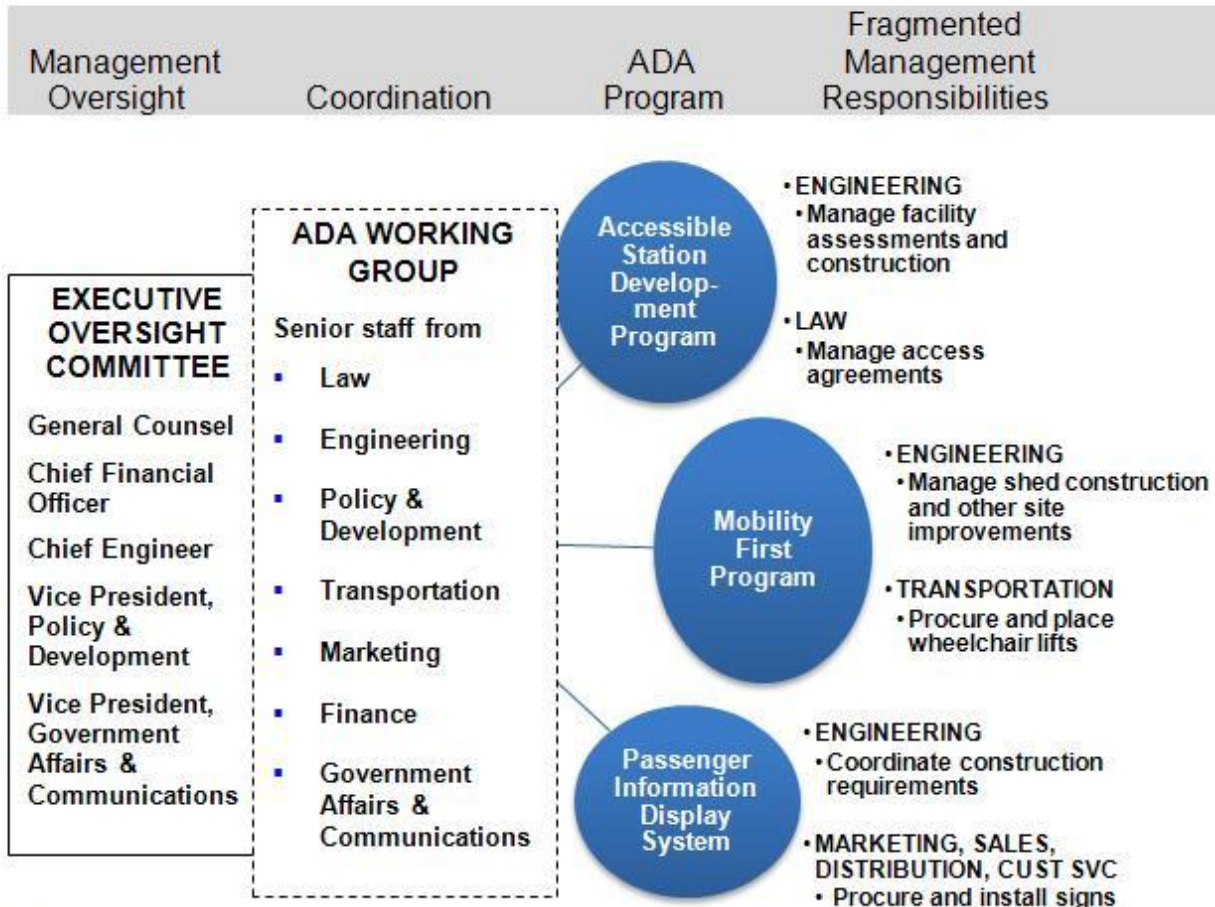
The Finance Department concluded that Amtrak has sufficient FY 2010 funds remaining to fund ongoing ADA activities through the end of this calendar year. As a result, in June of this year, the Board of Directors approved a Finance Department proposal that no FY 2011 funds be used for ADA projects.

## **FRAGMENTED PROGRAM MANAGEMENT AND LACK OF ACCOUNTABILITY: UNDERLYING CAUSES OF LIMITED PROGRESS AND GAPS IN PLANNING**

The limited progress in making stations ADA-compliant and gaps in program planning appear largely attributable to the programs' fragmented management structure, which has led to a lack of accountability. Currently, seven different departments play various roles related to the programs' management, with no one department or individual being accountable for achieving program goals and results. Engineering and to a lesser extent Transportation have the greatest responsibilities for project implementation. Figure 3 shows the departments involved in managing various aspects of the ADA program.

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**Figure 3. ADA-Compliance Relationships and Responsibilities**



Source: OIG based on Amtrak data

The Executive Oversight Committee, with members from five departments, was established in mid-2010 and meets biweekly to provide senior management ADA program oversight. However, minutes of the meetings are not kept. The General Counsel and Chief Financial Officer indicated that the committee has approved program implementation issues such as changes to the number of stations in the FY 2011 program and designs for some locations that required an overpass versus track ramps for disabled access.

The ADA Working Group coordinates the activities of the various departments involved in implementing ADA-related programs. The group consists of staff from seven departments: Law; Engineering; Policy and Development; Government Affairs and Communications;



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Transportation; Finance; and Marketing, Sales, Distribution, and Customer Service. While the Deputy General Counsel coordinates the biweekly Working Group meetings, no one office or individual is responsible for and held accountable for implementation of the ADA program.

As previously discussed, implementation of the ADA program is carried out by multiple departments: Engineering has responsibility for the Accessible Station Development Program, Transportation, as part of the Mobility First program, manages purchasing wheelchair lifts, while Engineering manages constructing the sheds used to store the lifts. Likewise, the Passenger Information Display System is managed by Marketing, Sales, Distribution, and Customer Service, while Engineering, under the Accessible Station Development Program, is responsible for determining the number of stations needing the displays and coordinating the construction to install the signs. It appears to us that this fragmented approach has contributed to the limited progress made in implementing the various programs that contribute to ADA-compliant stations.

Amtrak recognized that an ADA program manager was needed to provide overall program oversight. Amtrak has recently hired an individual to become the ADA program director and he will start work in September 2011. This individual will report to the Vice President for Government Affairs and Corporate Communications and will be responsible for overall management and oversight of the ADA program to include collaborating with the various departments involved in ADA compliance activities.

While hiring a program director is a step in the right direction, this addition does not address the fragmented management structure and lack of accountability. The new program director will report to the Vice President for Government Affairs, who is a member of the Executive Oversight Committee but has no responsibility for the three ongoing ADA programs. Consequently, the program director will not have any direct responsibility and authority for the ongoing ADA-compliance programs. These programs principally reside in the Engineering Department, and to a lesser extent, the Transportation Department. Unless the new program director is given authority to control and manage resources and program activities Amtrak-wide, the Company will continue to face risks of ongoing delays and disconnects, such as occurred when Transportation acquired wheelchair lifts and Engineering built sheds to house the lifts.

It is important that Amtrak correct these organizational deficiencies because they increase the risk that funds will not be used efficiently and effectively and that Amtrak will not meet its goal of ensuring full compliance by September 2015. In addition, Amtrak's current and ongoing lack of ADA-compliance creates a potentially significant financial liability risk

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resulting from legal judgments for not being ADA-compliant. Lastly Amtrak's ongoing non-compliance detracts from its strategic goals of improving safety and customer service for all its passengers.

## CONCLUSIONS

Amtrak's approach to managing the ADA program lacks clear lines of authority, responsibilities, and accountability. As a result, despite recent efforts to move the program forward, progress has been limited. Even though cost and program scope information is available, total program cost estimates have not been developed, leaving funding requirements unclear and not well supported. Hiring a program manager is a good step but it does not address the underlying problems related to accountability for program results. The position as now described does not have the authority to guide, direct, and set funding priorities for the various ADA programs. Until addressed, this fundamental program management weakness will continue to create the risk that plans and programs will not be carried out in an efficient and effective manner and increase the likelihood that not all stations will be compliant by Amtrak's compliance goal date.

## RECOMMENDATIONS

To address the fragmented program management, accountability issue, and limited progress in achieving ADA-compliance, we recommend that the President and CEO:

1. assign ADA programmatic responsibility to the official with the greatest responsibility for ADA program components, most likely the Vice President, Operations;
2. provide the ADA program director position with the authority to manage all ADA program components and related funding resources; and
3. Direct the Program Director to
  - develop a detailed spending plan to support the FY 2012 budget request;
  - develop and provide the Congress an order of magnitude cost estimate for completing all ADA programs by the goal date and periodically update the estimate as more precise data becomes available; and

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- 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.

## **MATTER FOR CONGRESSIONAL CONSIDERATION**

Given the lack of documentation to adequately support the FY 2012 budget request, Congress may wish to require Amtrak to provide adequate justification for Amtrak's \$175 million ADA grant request before appropriating FY 2012 grant funds.

## **MANAGEMENT COMMENTS AND OIG RESPONSE**

In commenting on a draft of this report, Amtrak had a mixed reaction to our recommendations—agreeing with two recommendations and the intent of one recommendation, and disagreeing with two recommendations. Amtrak's comments and our response are discussed below. Amtrak's complete comments appear as Appendix I.

Amtrak disagreed at this time with our recommendation to assign ADA program responsibility to the official with the greatest ADA program components, most likely the Vice President of Operations. Amtrak noted, however, that it will reevaluate this decision when it reviews how the company will be aligned to support its new strategic plan. Amtrak noted that several options were discussed but management decided to have the ADA program director report to the Vice President of Government Affairs. Amtrak's response noted the benefit of placing the ADA program director in the Operations Department but contrasted the relative inexperience of the Vice President of Operations with the ADA program to the extensive experience of the Vice President of Government Affairs as the rationale for its decision. We continue to believe that the ADA program director should be assigned to the official with the greatest responsibility for ADA program components to ensure accountability for program results. However, we recognize that this is ultimately a management decision and we are encouraged that Amtrak plans to reevaluate the decision after it completes a review of how the company will be aligned to support its strategic plan.

Amtrak agreed with the intent of our recommendation to provide the ADA program director with the authority to manage all ADA program components and related funding sources. Amtrak indicated that it intends to give the program director full authority and accountability

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for project work and progress. However, Amtrak noted that dozens of employees would have to be transferred to the ADA program director for him to be given the authority to manage all program components. Our recommendation did not envision that employees would be reassigned but rather was intended to ensure that those personnel responsible for the ADA program components were accountable to the program director for their efforts and progress in implementing the ADA program plan. One means of holding those personnel accountable would be to establish a mechanism to ensure the ADA program director has direct input to their performance evaluation. Unless this or some other similar mechanism is put in place, Amtrak may continue to encounter problems that we identified such as the disconnect between buying wheelchair lifts and building storage sheds. Given that Amtrak has committed to reevaluating its decision on the program director's reporting relationship after a period of time, we believe that that evaluation should also address whether accountability has been adequately established.

Amtrak agreed with our recommendation to develop a detailed spending plan to support the FY 2012 budget request. Amtrak noted that the program director will implement this recommendation when he starts in the fall.

Amtrak also agreed with our recommendation to develop and provide Congress with an order-of-magnitude cost estimate for completing all ADA programs by the goal date and periodically updating the estimate as more precise data become available. Amtrak noted that it will instruct the director to develop an order-of-magnitude cost projection for the entire Accessible Station Development Program.

Finally, Amtrak disagreed with our draft recommendation to develop a strategy to ensure that stations served but not the responsibility of Amtrak become ADA-compliant by Amtrak's goal date. Amtrak noted that it shares the general goal of getting all responsible parties into compliance because it is potentially beneficial to its passengers. Amtrak noted, however, that the recommendation as stated is contrary to the policy decision made by the Board of Directors that the company may not spend compliance resources on station components for which it has no legal responsibility. Amtrak stated that in July 2010 it notified all potential parties that they may have compliance responsibilities for certain station components. The company further noted that there is little else, if anything, that it can do to encourage these parties to comply with their own legal obligations. We agree that Amtrak has no legal responsibility to ensure compliance by other parties. We modified our draft recommendation to reflect that point. Our final recommendation is that the program director should continue to work with other parties to achieve ADA-compliance for stations that Amtrak serves but for which it does not have ADA-compliance responsibility. We also continue to believe that Amtrak should look for ways

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to encourage these parties to identify and address ADA deficiencies to ensure that system-wide compliance is achieved by the goal date.

Amtrak also provided technical comments that we incorporated as appropriate.



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**Appendix I**

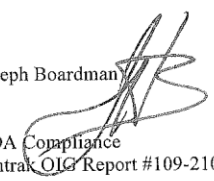
**COMMENTS FROM AMTRAK'S PRESIDENT AND CEO**

NATIONAL RAILROAD PASSENGER CORPORATION  
 60 Massachusetts Ave NE., Washington, DC 20002

# Memo



Date September 26, 2011

From Joseph Boardman 

To Ted Alves

Subject ADA Compliance  
 Amtrak OIG Report #109-210

cc Eleanor D. Acheson  
 Stephen Gardner  
 Joe McHugh  
 DJ Stadler  
 Frank Vacca  
 Jessica Scritchfield  
 Wm Herrmann  
 Gary Talbot

This memorandum is Amtrak Management's Response to the August 1, 2011 draft report of the Amtrak Office of Inspector General ("OIG") titled "Americans with Disabilities Act: Leadership Needed to Help Ensure that Stations Served by Amtrak Are Compliant" (the "Report").<sup>1</sup>

Amtrak Management is committed to bringing into compliance all station components for which the company has a legal compliance obligation, and has devoted substantial financial and human resources to the ongoing compliance program. Management is gratified that this commitment is reflected in the Report. Please find below responses to each of the recommendations outlined in the report:

1. *Assign ADA programmatic responsibility to the official with the greatest responsibility ADA program components, most likely the Vice President, Operations*

At this time, management disagrees with this recommendation. Management has evaluated which department is most appropriate to host the new ADA Program Director. The most plausible options discussed were to have the director report directly to the Vice President of Operations or the Vice President of Government Affairs. The principal benefit of assigning the Director to the Operations Department is that it would place him within the department that has most of the budgetary authority over the Accessible Stations Development Program (ASDP). However, the Vice President of Operations is new to the company and has little experience with the ASDP program. The Government Affairs Department, on the other hand, has been deeply involved since

<sup>1</sup> It is impractical to respond to the Report line-by-line. This Management Response addresses what we believe are the key issues. The fact that a particular assertion in the Report is not addressed in this Response does not imply that Management agrees with the assertion.

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Management ultimately concluded that the Director should report to the Vice President of Government Affairs at this time, with the understanding that the decision will be reevaluated after we complete a review of how the Corporation will be aligned to support the soon-to-be released Amtrak Strategic Plan..

2. *Provide the ADA program director position with the authority to manage all ADA program components and related funding sources*

Management agrees with the intent of this recommendation and intends to give the Director full authority and accountability for project work and progress. With respect to the recommendation that the Director be given authority to “manage all program components,” the only way formally to accomplish this would be to transfer the dozens of employees who work on this program to the Director’s department. Management would not be supportive of that idea for a variety of reasons, and we do not interpret the Report as advocating such an approach. Nevertheless, based on our experience so far, the employees working on this program have proven to be responsive to the needs and requests of those currently managing the program, even though in many cases there is no direct supervisory authority. The new Director will have the same informal direction of program components and the ADA stations program time and priorities of company personnel involved with the program, as well as access to the formal managers and their support regardless of whether he has formal authority to manage all of the employees who work on this program.

- 3(a). *Direct the Program Director to . . . develop a detailed spending plan to support the FY 2012 budget request.*

Management agrees with this recommendation. The Program Director will implement this recommendation.

- 3(b). *Direct the Program Director to . . . develop and provide the Congress an order of magnitude cost estimate for completing all ADA programs by the goal date and periodically update the estimate as more precise data becomes available.*

Management agrees with this recommendation and has instructed the Director to develop an order of magnitude cost projection for the entire ASDP program.

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- 3(c). *Direct the ADA Program Director to . . . develop strategy to ensure that stations served but not the responsibility of Amtrak become ADA-compliant by Amtrak's goal date.*

Management obviously shares the general goal of getting all responsible parties into compliance because it is potentially beneficial to our passengers.<sup>2</sup> However, the recommendation as stated is contrary to a policy decision made by Amtrak's Board of Directors that the company *may not* spend compliance resources on station components for which it has no legal compliance responsibility. Congressional appropriations committee staff has reiterated the importance of this policy. Moreover, as a practical matter, Amtrak has few if any viable tools to force or pressure other parties to comply with their own legal obligations.

In July 2010, Amtrak notified all potential responsible parties that they may have compliance responsibilities for certain station components and offered to help those parties identify and remediate any ADA deficiencies, but only if they agree to reimburse Amtrak for the costs. Unfortunately, there is little else, if anything, that Amtrak can do to encourage these parties to comply with their own legal obligations.

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<sup>2</sup> We use the word "potentially" because some stations may have only small technical ADA deficiencies. Correcting these technical variances is important, but they do not necessarily have a practical effect on the passengers who use or want to use the station.

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**Appendix II**

**SCOPE AND METHODOLOGY**

This report addresses Amtrak’s plans to achieve compliance with the ADA. Our audit reporting objectives were to assess (1) Amtrak’s progress in achieving ADA-compliance at locations it serves, and (2) whether any gaps exist in Amtrak’s plan to achieve ADA-compliance by its September 2015 goal. The scope included Amtrak’s February 2009 report on *Accessibility and Compliance with the Americans with Disabilities Act of 1990*, and Amtrak’s October 2010 *Update on Accessibility and Compliance with the Americans with Disabilities Act of 1990*.

To assess Amtrak’s progress in achieving ADA-compliance at locations it serves, we identified the number of stations reported as ADA-compliant from 2009 through May 2011, as well as the documentation supporting the basis for reporting stations as compliant. We also reviewed the status of implementing the Mobility First program, the Accessible Station Development Program, and the Passenger Information Display System. Further, we interviewed two members of the Executive Oversight Committee—the General Counsel and Chief Financial Officer—regarding the role of and decisions made by the Committee. We also interviewed appropriate officials in Amtrak’s Law; Engineering; Transportation; and Marketing, Sales, Distribution, and Customer Service departments that are involved in implementing ADA programs.

To assess whether any gaps exist in Amtrak’s plan to achieve ADA-compliance by its September 30, 2015 goal, we reviewed both the February 2009 report and October 2010 update to assess (1) Amtrak’s organizational structure for managing the ADA program; (2) the cost to achieve ADA-compliance by September 2015 and documentation supporting the FY 2012 budget request for ADA; and (3) the role other owners (third parties) have in achieving ADA compliance. We obtained data from the Office of Finance on the budget and actual expenditures for ADA projects for fiscal years 2010 and 2011. We also interviewed appropriate officials in Amtrak’s Law; Engineering; Transportation; and Marketing, Sales, Distribution, and Customer Service departments who participated in developing the February 2009 and October 2010 plans. Finally, we interviewed officials from the U.S. Access Board (a federal agency responsible for developing and maintaining design criteria) regarding Amtrak’s plan for achieving ADA-compliance.

We performed this audit from August 2010 through June 2011, in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our

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findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

### **Use of Computer-Processed Data**

We obtained budget and actual expenditures for ADA projects for FY 2010 and FY 2011 from Amtrak's Financial Information System. We did not validate these numbers but relied on them based on an unqualified opinion on Amtrak's financial statements from its external auditors.

### **Internal Controls**

As it related to the ADA program, our audit reviewed the management controls used to implement the program's strategic direction and day-to-day activities. This included assessing the program accountability framework, completeness of program management information, and the adequacy of program cost estimates. We also reviewed the financial controls related to the adequacy of support for budget justifications and program spending rates.

### **Prior Audit**

*Transportation Accessibility: Lack of Data and Limited Enforcement Options Limit Federal Oversight, U.S. Government Accountability Office (GAO-07-1126, September, 19, 2007).*



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**Appendix III**

**STATIONS DEEMED ADA-COMPLIANT**

Amtrak reports the following stations as being ADA-compliant as of October 31, 2010.

State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
<b>Amtrak Has Sole ADA Responsibility</b>				
CA	Auburn	Amtrak	Amtrak	Amtrak
	Berkeley	N/A	Amtrak	N/A
	Guadalupe	Amtrak	Amtrak	Amtrak
	Lompoc-Surf	Amtrak	Amtrak	Amtrak
	San Diego - Downtown	Amtrak	Amtrak	N/A
	San Luis Obispo	Amtrak	Amtrak	Amtrak
	Stockton – San Joaquin St. Station	Amtrak	Amtrak	Amtrak
	Turlock-Denair	Amtrak	Amtrak	Amtrak
FL	Sanford (Auto Train)	Amtrak	Amtrak	Amtrak
<b>Subtotal</b>	<b>9</b>			
<b>Amtrak Shares ADA Responsibility</b>				
CA	Anaheim	Shared	Shared	Shared
	Burbank (Airport)	Shared	Shared	Shared
	Camarillo	N/A	Shared	Other party
	Carpentaria	Other party	Shared	Other party
	Chatsworth	Shared	Shared	Shared
	Corcoran	Other party	Amtrak	Other party
	Fremont	Other party	Shared	Other party
	Fresno	Other party	Amtrak	Other party
	Glendale	Shared	Shared	Shared
	Goleta	Amtrak	Amtrak	Other party
	Grover Beach	N/A	Amtrak	Other party
	Hanford	Other party	Amtrak	Amtrak
	Hayward	Other party	Amtrak	Other party
	Irvine	Shared	Shared	Shared
	Los Angeles	Shared	Other party	Other party
	Martinez	Shared	Amtrak	Other Party
	Moorpark	N/A	Shared	Shared
	Oakland	Shared	Amtrak	Other party
	Oxnard	Shared	Shared	Other party
Roseville	Other party	Amtrak	Other party	
CA	Sacramento	Other party	Amtrak	Other party
	San Juan Capistrano	Shared	Shared	Shared
	Santa Ana	Shared	Shared	Shared

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Santa Barbara	Shared	Amtrak	Other party
	Simi Valley	N/A	Shared	Shared
	Van Nuys	Shared	Shared	Shared
	Ventura	Other party	Amtrak	Other party
DE	Wilmington	Shared	Shared	Other party
MD	Baltimore – Penn Station	Shared	Shared	Other party
NY	New York – Penn Station	Shared	Shared	N/A
WA	Everett	Other party	Shared	Other party
<b>Subtotal</b>	<b>31</b>			
<b>Amtrak Has No ADA Responsibility<sup>a</sup></b>				
CA	Antioch-Pittsburg	Other party	Other party	N/A
	Bakersfield	Other party	Other party	Other party
	Fullerton	Other party	Other party	Other party
	Modesto	Other party	Other party	Other party
	Oceanside	Other party	Other party	Other party
	San Jose	Other party	Other party	Other party
	Solana Beach	Other party	Other party	Other party
	Wasco	Other party	Other party	Other party
<b>Subtotal</b>	<b>8</b>			
<b>TOTAL</b>	<b>48</b>			

<sup>a</sup> Amtrak has no plans to reassess ADA compliance at these nine stations.

**Notes**

Amtrak: Amtrak has responsibility for ADA-compliance for this facility.  
 Shared: Amtrak shares responsibility for ADA-compliance for this facility with another party.  
 Other party: Another party has responsibility for ADA-compliance for this facility.  
 N/A: There is no such component at this location.

Source: Amtrak plan update, October 27, 2010

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**Appendix IV**

**STATIONS NOT YET DEEMED ADA-COMPLIANT**

Amtrak reports the following stations have not been assessed for ADA-compliance as of October 31, 2010.

State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
<b>Amtrak Has Sole Responsibility</b>				
AL	Tuscaloosa	Amtrak	Amtrak	Amtrak
AZ	Williams Junction	N/A	Amtrak	N/A
	Yuma	N/A	Amtrak	Amtrak
AR	Texarkana	Amtrak	Amtrak	Amtrak
CA	Madera	Amtrak	Amtrak	Amtrak
	Needles	Amtrak	Amtrak	Amtrak
	Redding	Amtrak	Amtrak	Amtrak
	San Clemente Pier	N/A	Amtrak	N/A
CO	Fort Morgan	Amtrak	Amtrak	Amtrak
	Glenwood Springs	Amtrak	Amtrak	Amtrak
	La Junta	Amtrak	Amtrak	Amtrak
CT	Windsor Locks	Amtrak	Amtrak	N/A
FL	Deland	Amtrak	Amtrak	Amtrak
	Jacksonville	Amtrak	Amtrak	Amtrak
	Kissimmee	Amtrak	Amtrak	Amtrak
	Miami	Amtrak	Amtrak	Amtrak
	Okeechobee	Amtrak	Amtrak	Amtrak
	Orlando	Amtrak	Amtrak	Amtrak
	Sebring	Amtrak	Amtrak	Amtrak
	Winter Haven	Amtrak	Amtrak	Amtrak
GA	Gainesville	Amtrak	Amtrak	Amtrak
	Savannah	Amtrak	Amtrak	Amtrak
ID	Sandpoint	Amtrak	Amtrak	Amtrak
IL	Alton	Amtrak	Amtrak	Amtrak
	Carlinville	Amtrak	Amtrak	Amtrak
	Chicago—Union Station	Amtrak	Amtrak	Amtrak
	Gilman	Amtrak	Amtrak	Amtrak
	Lincoln	Amtrak	Amtrak	N/A
	Pontiac	Amtrak	Amtrak	Amtrak
	Rantoul	Amtrak	Amtrak	N/A
	Springfield	Amtrak	Amtrak	Amtrak
IN	Dyer	Amtrak	Amtrak	Amtrak
	Michigan City	Amtrak	Amtrak	Amtrak
	Rensselaer	Amtrak	Amtrak	Amtrak
	Waterloo	Amtrak	Amtrak	Amtrak
IA	Creston	Amtrak	Amtrak	Amtrak

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Fort Madison	Amtrak	Amtrak	Amtrak
	Mt. Pleasant	Amtrak	Amtrak	Amtrak
KS	Lawrence	Amtrak	Amtrak	Amtrak
	Newton	Amtrak	Amtrak	N/A
	Topeka	Amtrak	Amtrak	Amtrak
KY	Maysville	Amtrak	Amtrak	Amtrak
	South Shore— South Portsmouth	Amtrak	Amtrak	Amtrak
MD	Cumberland	Amtrak	Amtrak	Amtrak
MI	Ann Arbor	Amtrak	Amtrak	Amtrak
	Birmingham	Amtrak	Amtrak	N/A
	Grand Rapids	Amtrak	Amtrak	Amtrak
	Jackson	Amtrak	Amtrak	Amtrak
	Niles	Amtrak	Amtrak	Amtrak
	Port Huron	Amtrak	Amtrak	Amtrak
MN	Detroit Lakes	Amtrak	Amtrak	Amtrak
	Red Wing	Amtrak	Amtrak	Amtrak
	St. Cloud	Amtrak	Amtrak	Amtrak
	Winona	Amtrak	Amtrak	Amtrak
MS	Greenwood	Amtrak	Amtrak	Amtrak
MO	Independence	Amtrak	Amtrak	Amtrak
	Jefferson City	Amtrak	Amtrak	Amtrak
	La Plata	Amtrak	Amtrak	Amtrak
	Lees Summit	Amtrak	Amtrak	Amtrak
	Sedalia	Amtrak	Amtrak	Amtrak
MT	Browning (seasonal)	Amtrak	Amtrak	Amtrak
	Cut Bank	Amtrak	Amtrak	Amtrak
	East Glacier Park (seasonal)	Amtrak	Amtrak	Amtrak
	Glasgow	Amtrak	Amtrak	Amtrak
	Havre	Amtrak	Amtrak	Amtrak
	Libby	Amtrak	Amtrak	Amtrak
	Malta	Amtrak	Amtrak	Amtrak
MT	Shelby	Amtrak	Amtrak	Amtrak
	Wolf Point	Amtrak	Amtrak	Amtrak
NE	McCook	Amtrak	Amtrak	Amtrak
	Omaha	Amtrak	Amtrak	Amtrak
NV	Elko	Amtrak	Amtrak	Amtrak
	Winnemucca	Amtrak	Amtrak	Amtrak
NM	Raton	Amtrak	Amtrak	Amtrak
NY	Amsterdam	Amtrak	Amtrak	Amtrak
	Fort Edward— Glens Falls	Amtrak	Amtrak	Amtrak
	Niagara Falls	Amtrak	Amtrak	Amtrak
	Port Kent (seasonal)	Amtrak	Amtrak	Amtrak

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Rhinecliff	Amtrak	Amtrak	Amtrak
	Rochester	Amtrak	Amtrak	Amtrak
	Ticonderoga	Amtrak	Amtrak	Amtrak
	Whitehall	Amtrak	Amtrak	Amtrak
NC	Charlotte	Amtrak	Amtrak	Amtrak
ND	Devils Lake	Amtrak	Amtrak	Amtrak
	Fargo	Amtrak	Amtrak	Amtrak
	Grand Forks	Amtrak	Amtrak	Amtrak
	Minot	Amtrak	Amtrak	Amtrak
	Rugby	Amtrak	Amtrak	Amtrak
	Stanley	Amtrak	Amtrak	Amtrak
	Williston	Amtrak	Amtrak	Amtrak
OH	Alliance	Amtrak	Amtrak	Amtrak
	Bryan	Amtrak	Amtrak	Amtrak
	Cleveland	Amtrak	Amtrak	Amtrak
	Elyria	Amtrak	Amtrak	Amtrak
OK	Oklahoma City	Amtrak	Amtrak	Amtrak
OR	Chemult	Amtrak	Amtrak	Amtrak
	Klamath Falls	Amtrak	Amtrak	Amtrak
PA	Connellsville	Amtrak	Amtrak	Amtrak
	Huntingdon	Amtrak	Amtrak	Amtrak
	Johnstown	Amtrak	Amtrak	Amtrak
	Middletown	Amtrak	Amtrak	Amtrak
	Mount Joy	Amtrak	Amtrak	Amtrak
PA	Paoli	Amtrak	Amtrak	Amtrak
	Parkeburg	Amtrak	Amtrak	Amtrak
SC	Charleston	Amtrak	Amtrak	Amtrak
	Dillon	Amtrak	Amtrak	Amtrak
	Florence	Amtrak	Amtrak	Amtrak
	Greenville	Amtrak	Amtrak	Amtrak
TX	Alpine	Amtrak	Amtrak	Amtrak
	Austin	Amtrak	Amtrak	Amtrak
	Houston	Amtrak	Amtrak	Amtrak
	Longview	Amtrak	Amtrak	Amtrak
	McGregor	Amtrak	Amtrak	Amtrak
	Taylor	N/A	Amtrak	Amtrak
UT	Green River	N/A	Amtrak	Amtrak
	Helper	Amtrak	Amtrak	Amtrak
VT	Essex Junction	Amtrak	Amtrak	Amtrak
	Montpelier	Amtrak	Amtrak	Amtrak
	Randolph	N/A	Amtrak	Amtrak
	St. Albans	Amtrak	Amtrak	Amtrak
	Waterbury	Amtrak	Amtrak	Amtrak
	Windsor	N/A	Amtrak	N/A
VA	Clifton Forge	Amtrak	Amtrak	Amtrak
	Lorton (Auto Train)	Amtrak	Amtrak	Amtrak
	Petersburg	Amtrak	Amtrak	Amtrak

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Staunton	Amtrak	Amtrak	Amtrak
WA	Bingen—White Salmon	Amtrak	Amtrak	Amtrak
	Leavenworth	N/A	Amtrak	N/A
	Stanwood	N/A	Amtrak	N/A
	Tacoma	Amtrak	Amtrak	Amtrak
WV	Huntington	Amtrak	Amtrak	Amtrak
	Prince	Amtrak	Amtrak	Amtrak
	White Sulphur Springs	Amtrak	Amtrak	Amtrak
WI	Columbus	Amtrak	Amtrak	Amtrak
	Portage	Amtrak	Amtrak	Amtrak
	Tomah	Amtrak	Amtrak	N/A
WA	Wishram	Amtrak	Amtrak	Amtrak
<b>Subtotal</b>	<b>137</b>			
<b>Amtrak Shares ADA Responsibility</b>				
AL	Anniston	Other Party	Amtrak	Other Party
	Birmingham	Amtrak	Amtrak	Other Party
AZ	Flagstaff	Other Party	Shared	Other Party
	Maricopa	Shared	Shared	Shared
	Tucson	Other Party	Amtrak	Other Party
AR	Little Rock	Other Party	Amtrak	Shared
	Walnut Ridge	Other Party	Amtrak	Amtrak
CA	Barstow	N/A	Amtrak	Other Party
	Chico	Other Party	Amtrak	Other Party
	Colfax	Other Party	Amtrak	Other Party
	Coliseum/Oakland Airport	Other Party	Amtrak	Other Party
	Davis	Other Party	Amtrak	Other Party
	Dunsmuir	Other Party	Amtrak	Other Party
	Laguna Niguel	N/A	Shared	Shared
	Lodi	Other Party	Amtrak	Other Party
	Merced	Other Party	Amtrak	Other Party
	Ontario	N/A	Shared	Other Party
	Orange	Shared	Shared	Shared
	Palm Springs	Other Party	Amtrak	Other Party
	Paso Robles	Other Party	Amtrak	Other Party
	Pomona	N/A	Amtrak	Other Party
	Richmond	Amtrak	Amtrak	Other Party
	Rocklin	Other Party	Amtrak	Amtrak
	Salinas	Other Party	Amtrak	Other Party
	San Bernardino	Other Party	Amtrak	N/A
	Santa Clara	N/A	Shared	Other Party
	Stockton— Downtown/ACE Station	Other Party	Shared	N/A
Suisun	Other Party	Amtrak	Other Party	

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Truckee	Other Party	Amtrak	Other Party
	Victorville	Other Party	Amtrak	Other Party
CO	Granby	Other Party	Amtrak	Amtrak
	Grand Junction	Other Party	Amtrak	Other Party
	Lamar	Other Party	Amtrak	Other Party
	Trinidad	Other Party	Amtrak	Shared
	Winter Park/Fraser	Other Party	Amtrak	N/A
CT	Berlin	Amtrak	Amtrak	Other Party
	Hartford	Other Party	Amtrak	Other Party
	Meriden	Other Party	Amtrak	Other Party
	Mystic	Other Party	Amtrak	Other Party
	New London	Shared	Amtrak	Other Party
	Old Saybrook	Amtrak	Amtrak	Shared
	Wallingford	Other Party	Shared	Other Party
Windsor	Other Party	Amtrak	Other Party	
DE	Newark	Other Party	Shared	Shared
DC	Washington	Shared	Shared	Shared
FL	Tampa	Other Party	Amtrak	Shared
	Winter Park	Other Party	Amtrak	Other Party
GA	Atlanta	Amtrak	Amtrak	Shared
	Jessup	Other Party	Amtrak	Other Party
IL	Bloomington— Normal	Amtrak	Amtrak	Other Party
	Carbondale	Amtrak	Amtrak	Other Party
	Centralia	Other Party	Amtrak	Amtrak
	Du Quoin	Other Party	Amtrak	Other Party
	Dwight	Other Party	Amtrak	Other Party
	Effingham	Shared	Amtrak	Amtrak
	Galesburg	Other Party	Amtrak	Other Party
	Homewood	Shared	Amtrak	Shared
	Kankakee	Other Party	Amtrak	Other Party
	Kewanee	Shared	Amtrak	Other Party
	La Grange	Shared	Shared	N/A
	Macomb	Shared	Amtrak	Shared
	Mattoon	Other Party	Amtrak	Other Party
	Naperville	Other Party	Shared	Other Party
	Plano	Other Party	Amtrak	Other Party
	Princeton	Shared	Shared	Shared
Quincy	Other Party	Amtrak	Other Party	
Summit	Other Party	Shared	Other Party	
IN	Connersville	Other Party	Amtrak	Amtrak
	Elkhart	Other Party	Amtrak	Other Party
	Hammond—Whiting	Amtrak	Amtrak	Shared
	Lafayette	Other Party	Amtrak	Other Party
IA	Burlington	Other Party	Amtrak	Other Party
	Osceola	Other Party	Amtrak	Other Party
	Ottumwa	Other Party	Amtrak	Other Party



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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
KS	Dodge City	Other Party	Amtrak	Other Party
	Garden City	Other Party	Amtrak	Other Party
	Hutchinson	Other Party	Amtrak	Other Party
KY	Ashland	Other Party	Shared	Other Party
LA	Hammond	Other Party	Amtrak	Other Party
	Lafayette	Other Party	Amtrak	Other Party
	Lake Charles	Other Party	Amtrak	Other Party
MD	Aberdeen	Shared	Shared	Shared
	BWI Thurgood Marshall Airport Station	Shared	Shared	Shared
	New Carrollton	Shared	Shared	Shared
	Rockville	Shared	Shared	Shared
MA	Amherst	Other Party	Amtrak	Other Party
	Boston—North Station	Shared	Shared	Shared
	Framingham	Other Party	Shared	Other Party
	Haverhill	Shared	Shared	Shared
	Pittsfield	Other Party	Amtrak	Other Party
	Route 128	Amtrak	Amtrak	Other Party
	Springfield	Other Party	Amtrak	Other Party
	Woburn	Shared	Shared	Shared
	Worcester	Other Party	Shared	Other Party
MI	Albion	Shared	Amtrak	Shared
	Bangor	Other Party	Amtrak	Other Party
	Battle Creek	Other Party	Amtrak	Other Party
	Dearborn	Other Party	Amtrak	Other Party
	Detroit	Other Party	Amtrak	Other Party
	Dowagiac	Other Party	Amtrak	Other Party
	East Lansing	Shared	Amtrak	Shared
	Flint	Shared	Shared	Shared
	Holland	Other Party	Amtrak	Other Party
	Lapeer	Other Party	Amtrak	Other Party
Royal Oak	Other Party	Amtrak	Other Party	
MN	Staples	Other Party	Amtrak	Other Party
MS	Hattiesburg	Other Party	Amtrak	Other Party
	Jackson	Other Party	Amtrak	N/A
	Meridian	Other Party	Amtrak	Other Party
MO	Hermann	Shared	Amtrak	Other Party
	Kansas City	Other Party	Amtrak	Other Party
	Kirkwood	Other Party	Amtrak	Other Party
	Poplar Bluff	Other Party	Amtrak	Other Party
	St. Louis	Other Party	Other Party	Shared
	Warrensburg	Other Party	Amtrak	Other Party
Washington	Other Party	Amtrak	Other Party	
MT	West Glacier	Other Party	Amtrak	Other Party
	Whitefish	Other Party	Amtrak	Shared

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
NE	Hastings	Shared	Amtrak	Shared
	Holdrege	Shared	Amtrak	Shared
	Lincoln	Shared	Amtrak	Shared
NH	Claremont	Other Party	Amtrak	Other Party
NJ	Metropark	Shared	Shared	Other Party
	New Brunswick	Shared	Shared	N/A
	Newark—Penn Station	Other Party	Shared	Other Party
	Newark Liberty International Airport	Other Party	Shared	N/A
	Princeton Junction	Other Party	Shared	Other Party
	Trenton	Shared	Shared	Other Party
NM	Albuquerque	Amtrak	Other Party	Amtrak
	Gallup	Other Party	Amtrak	Other Party
	Lamy	Shared	Amtrak	Amtrak
	Las Vegas	Other Party	Amtrak	Other Party
NY	Albany—Rensselaer	Shared	Shared	Shared
	Buffalo—Exchange St.	Other Party	Amtrak	Other Party
	Buffalo—Depew	Other Party	Amtrak	Other Party
	Hudson	Amtrak	Amtrak	Other Party
	Plattsburgh	Shared	Amtrak	Shared
	Port Henry	Shared	Amtrak	Amtrak
	Rome	Other Party	Amtrak	Shared
	Rouses Point	Other Party	Amtrak	Other Party
	Saratoga Springs	Shared	Amtrak	Other Party
	Schenectady	Amtrak	Amtrak	Other Party
	Syracuse	Shared	Other Party	Other Party
	Utica	Other Party	Amtrak	Other Party
	Westport	Shared	Amtrak	Shared
NC	Fayetteville	Shared	Amtrak	Shared
	Greensboro	Shared	Other Party	Shared
	Hamlet	Other Party	Amtrak	Other Party
	Rocky Mount	Other Party	Amtrak	Other Party
	Salisbury	Shared	Other Party	Shared
	Selma	Other Party	Shared	Other Party
	Southern Pines	Other Party	Amtrak	Other Party
	Wilson	Other Party	Amtrak	Other Party
OH	Cincinnati	Shared	Amtrak	Other Party
	Sandusky	Other Party	Amtrak	Other Party
OK	Norman	Other Party	Amtrak	Other Party
	Pauls Valley	Other Party	Amtrak	Other Party
	Purcell	Other Party	Amtrak	Other Party
OR	Albany	Other Party	Amtrak	Other Party
	Eugene	Other Party	Amtrak	Other Party
	Oregon City	Other Party	Amtrak	Shared

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Salem	Other Party	Amtrak	Other Party
PA	Altoona	Other Party	Amtrak	Other Party
	Coatesville	Other Party	Amtrak	Amtrak
	Elizabethtown	Other Party	Amtrak	Other Party
	Erie	Other Party	Amtrak	Other Party
	Greensburg	Shared	Amtrak	Shared
	Harrisburg	Shared	Amtrak	Other Party
	Lancaster	Amtrak	Amtrak	Shared
	Lewistown	Shared	Amtrak	Shared
	Philadelphia—30th Street Station	Shared	Shared	Shared
	Philadelphia—North	Shared	Amtrak	Other Party
	Pittsburgh	Amtrak	Amtrak	Other Party
RI	Kingston	Other Party	Amtrak	Other Party
	Providence	Amtrak	Amtrak	Other Party
	Westerly	Shared	Amtrak	Other Party
SC	Camden	Shared	Amtrak	Amtrak
	Clemson	Other Party	Amtrak	Other Party
	Columbia	Other Party	Amtrak	Other Party
	Denmark	Other Party	Amtrak	Other Party
	Spartanburg	Other Party	Amtrak	Other Party
	Yemassee	Other Party	Amtrak	Other Party
TX	Beaumont	N/A	Amtrak	Other Party
	Cleburne	Other Party	Amtrak	Other Party
	Del Rio	Other Party	Amtrak	Other Party
	Fort Worth	Shared	Other Party	Shared
	Marshall	Other Party	Amtrak	Other Party
	Mineola	Other Party	Amtrak	Other Party
	San Antonio	Shared	Shared	Shared
	Temple	Other Party	Amtrak	Other Party
UT	Provo	Amtrak	Amtrak	Other Party
VT	Bellows Falls	Shared	Shared	Shared
	Brattleboro	Other Party	Amtrak	Other Party
	Castleton	Other Party	Amtrak	Other Party
	White River Jct.	Shared	Amtrak	Other Party
VA	Alexandria	Other Party	Shared	Other Party
	Ashland	Other Party	Amtrak	N/A
	Burke Centre	Other Party	Shared	Other Party
	Charlottesville	Shared	Amtrak	Other Party
	Culpeper	Other Party	Amtrak	Other Party
	Franconia—Springfield	Other Party	Shared	Other Party
	Fredericksburg	Shared	Shared	Shared
	Lynchburg	Other Party	Amtrak	Other Party
	Manassas	Other Party	Shared	Other Party
	Newport News	Other Party	Amtrak	Other Party
	Quantico	Shared	Shared	Other Party

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
	Richmond—Main St.	Other Party	Amtrak	Shared
	Richmond—Staples Mill Rd.	Amtrak	Amtrak	Other Party
	Williamsburg	Other Party	Amtrak	Other Party
	Woodbridge	Other Party	Shared	Other Party
WA	Centralia	Other Party	Amtrak	Other Party
	Edmonds	Shared	Other Party	Other Party
	Ephrata	Other Party	Amtrak	Other Party
	Kelso-Longview	Shared	Amtrak	Amtrak
	Mount Vernon	Other Party	Amtrak	Other Party
	Olympia/Lacey	Other Party	Amtrak	Other Party
	Pasco	Other Party	Amtrak	Other Party
	Seattle—King Street Station	Shared	Amtrak	Shared
	WA	Tukwila	Shared	Shared
Vancouver		Other Party	Shared	Other Party
Wenatchee		Amtrak	Amtrak	Other Party
WV	Charleston	Amtrak	Amtrak	Shared
	Harpers Ferry	Shared	Shared	Shared
	Hinton	Other Party	Amtrak	Amtrak
	Martinsburg	Other Party	Shared	Other Party
	Montgomery	N/A	Amtrak	Other Party
WI	LaCrosse	Other Party	Amtrak	Amtrak
	Milwaukee—General Mitchell Intl. Airport	Other Party	Amtrak	Other Party
	Wisconsin Dells	Other Party	Amtrak	Other Party
<b>Subtotal</b>	<b>230</b>			
<b>Amtrak Has No Responsibility</b>				
AZ	Kingman	Other Party	Other Party	Other Party
	Winslow	Other Party	Other Party	Other Party
CA	Emeryville	Other Party	Other Party	Other Party
	Riverside	Other Party	Other Party	Other Party
	San Diego—Old Town	Other Party	Other Party	N/A
CO	Denver	Other Party	Other Party	Other Party
CT	Bridgeport	Other Party	Other Party	Other Party
	New Haven	Other Party	Other Party	Other Party
	Stamford	Other Party	Other Party	Other Party
FL	Deerfield Beach	Other Party	Other Party	Other Party
	Delray Beach	Other Party	Other Party	Other Party
	Fort Lauderdale	Other Party	Other Party	Other Party
	Hollywood	Other Party	Other Party	Other Party
	Lakeland	Other Party	Other Party	Other Party
	Palatka	Other Party	Other Party	Other Party
	West Palm Beach	Other Party	Other Party	Other Party

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
IL	Champaign-Urbana	Other Party	Other Party	Other Party
	Glenview	Other Party	Other Party	Other Party
	Joliet	Other Party	Other Party	Other Party
	Mendota	Other Party	Other Party	Other Party
IN	Indianapolis	Other Party	Other Party	N/A
	South Bend	Other Party	Other Party	Other Party
LA	New Orleans	Other Party	Other Party	Other Party
ME	Portland	Other Party	Other Party	Other Party
	Saco	Other Party	Other Party	Other Party
	Wells	Other Party	Other Party	Other Party
MA	Boston—Back Bay	Other Party	Other Party	N/A
	Boston—South Station	Other Party	Other Party	N/A
MI	Durand	Other Party	Other Party	Other Party
	Kalamazoo	Other Party	Other Party	Other Party
	New Buffalo	N/A	Other Party	N/A
	Pontiac	Other Party	Other Party	Other Party
	St. Joseph	Other Party	Other Party	Other Party
NV	Reno	Other Party	Other Party	N/A
NH	Dover	Other Party	Other Party	Other Party
	Durham	Other Party	Other Party	Other Party
	Exeter	Other Party	Other Party	Other Party
NY	Croton Harmon	Other Party	Other Party	Other Party
	New Rochelle	Other Party	Other Party	Other Party
	Poughkeepsie	Other Party	Other Party	Other Party
	Yonkers	Other Party	Other Party	Other Party
NC	Burlington	Other Party	Other Party	Other Party
	Cary	Other Party	Other Party	Other Party
	Durham	Other Party	Other Party	Other Party
	High Point	Other Party	Other Party	Other Party
	Kannapolis	Other Party	Other Party	Other Party
	Raleigh	Other Party	Other Party	Other Party
OH	Toledo	Other Party	Other Party	Other Party
OK	Ardmore	Other Party	Other Party	Other Party
OR	Portland	Other Party	Other Party	Other Party
PA	Ardmore	Other Party	Other Party	Other Party
	Cornwells Heights	Other Party	Other Party	Other Party
	Downingtown	Other Party	Other Party	Other Party
	Exton	Other Party	Other Party	Other Party
SC	Kingstree	Other Party	Other Party	Other Party
TN	Memphis	Other Party	Other Party	Other Party
TX	Dallas	Other Party	Other Party	Other Party
	El Paso	Other Party	Other Party	Other Party
	Gainesville	Other Party	Other Party	Other Party
	San Marcos	Other Party	Other Party	Other Party
UT	Salt Lake City	Other Party	Other Party	Other Party
VT	Rutland	Other Party	Other Party	Other Party

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State	Location	ADA Responsibility		
		Station Structure	Platform	Parking Facility
VA	Danville	Other Party	Other Party	Other Party
WA	Bellingham	Other Party	Other Party	Other Party
	Spokane	Other Party	Other Party	Other Party
WI	Milwaukee	Other Party	Other Party	Other Party
	Sturtevant	Other Party	Other Party	Other Party
<b>Subtotal</b>	<b>66</b>			
<b>TOTAL</b>	<b>434</b>			

**Notes**

Amtrak: Amtrak has responsibility for ADA compliance for this facility.  
 Shared: Amtrak shares responsibility for ADA compliance for this facility with another party.  
 Other party: Another party has responsibility for ADA compliance for this facility.  
 N/A: There is no such facility at this location.

Source: Amtrak plan update, October 27, 2010

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**Appendix V**

**ABBREVIATIONS**

ADA	Americans with Disabilities Act
DOT	Department of Transportation
FY	fiscal year
GAO	Government Accountability Office
OIG	Office of Inspector General
PIDS	Passenger Information Display System

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**Appendix VI**

**TEAM MEMBERS**

David R. Warren, Assistant Inspector General, Audits

Michael Kennedy, Senior Director

Joseph Zammarella, Auditor-in-Charge

George Atuobi, Principal Auditor

Kira Rao, Auditor

Michael P. Fruitman, Principal Communications Officer



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## OIG MISSION AND CONTACT INFORMATION

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<b>Amtrak OIG’s Mission</b>	<p>Amtrak OIG’s mission is to</p> <ul style="list-style-type: none"> <li>• conduct and supervise independent and objective audits, inspections, evaluations, and investigations relating to Amtrak programs and operations;</li> <li>• promote economy, effectiveness, and efficiency within Amtrak;</li> <li>• prevent and detect fraud, waste, and abuse in Amtrak's programs and operations;</li> <li>• review security and safety policies and programs; and</li> <li>• review and make recommendations regarding existing and proposed legislation and regulations relating to Amtrak's programs and operations.</li> </ul>
<b>Obtaining Copies of OIG Reports and Testimony</b>	<p>Available at our website: <a href="http://www.amtrakoig.gov">www.amtrakoig.gov</a>.</p>
<b>To Report Fraud, Waste, and Abuse</b>	<p>Report suspicious or illegal activities to the OIG Hotline (you can remain anonymous):</p> <p>Web: <a href="http://www.amtrakoig.gov/hotline">www.amtrakoig.gov/hotline</a>          Phone: 800-468-5469</p>
<b>Congressional and Public Relations</b>	<p>E. Bret Coulson, Senior Director          Congressional and Public Affairs</p> <p>Mail: Amtrak OIG          10 G Street, N.E., 3W-300          Washington, D.C. 20002</p> <p>Phone: 202.906.4134          E-mail: <a href="mailto:bret.coulson@amtrakoig.gov">bret.coulson@amtrakoig.gov</a></p>

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