



MARCH 27, 2015

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 from 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 March 9, 2015, there were 97 outstanding unimplemented recommendations from 32 audit and evaluation reports. Of those, management agreed or generally agreed with 92, partially agreed with 2, and disagreed with 3.

The provided Attachment lists our specific recommendations, management's agreement decisions, and the associated dates. Finally, the outstanding unimplemented recommendations included potential cost savings of more than \$238 million.

2. We did not have any instances of the company not responding with comments to our audits, evaluations, or investigations within 60 days.
3. We did not have any investigations involving GS-15 level or above employees in which misconduct was found.

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 had five closed investigative matters that were not publicly disclosed.
 - CA-12-0318. This involved an allegation that an employee was submitting false medical documentation. However, the employee in question died after we began investigative activity. Closed: July 29, 2014.
 - DC-14-0164. This involved an allegation that an employee was using Amtrak's IT systems to search for child pornography. Our review did not substantiate criminal activity. Closed: August 12, 2014.
 - DC-13-0013-HL-O. This involved an allegation of unauthorized access to disciplinary records from the Mechanical Department, Pacific Northwest Division. Our investigation found that the Department originally kept these records in a spreadsheet on a shared drive, but the spreadsheet file was not password protected. While managers subsequently took corrective action to password-protect the file, we recommended that management take further steps to protect sensitive employee information. Management agreed with our recommendations. Closed: September 24, 2014.
 - CA-13-0123-O. This involved an allegation that an Amtrak Police Officer did not properly account for weapons assigned to the Amtrak Police Department (APD) Special Operations Unit, provided false time and attendance records, and misused an Amtrak vehicle. All allegations were unsubstantiated. A closing memorandum of our investigation was provided to the APD Chief. Closed: September 24, 2014.
 - DC-14-0129-0. This involved an allegation regarding an employee's claim for reimbursement for travel-related expenses. We found no fraud and referred the matter to management. Closed: October 7, 2014.

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

Sincerely,

A handwritten signature in blue ink that reads "Tom Howard". The signature is written in a cursive style with a large initial "T" and "H".

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 March 9, 2015

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	E-11-03, 6/23/2011	Food and Beverage Service: Further Actions Needed to Address Revenue Losses Due to Control Weaknesses and Gaps	3	We recommend that the President and CEO direct that actions be taken to have the loss-prevention unit implement an internal control action plan to address weaknesses and gaps in the on-board food and beverage service. The plan should include goals, milestones, and procedures to establish: a fraud-awareness program for on-board food and beverage employees; internal controls and processes to randomly search LSAs and other service employees to detect possible unauthorized items coming on board; internal controls and processes to randomly review LSAs' inventories of deliveries, en route transfers, and end-of-trip stocks to minimize fraud, waste, and abuse; and internal controls and processes to randomly search LSAs and other service employees when departing the train to detect possible stolen items.			Agreed
3	109-2010, 9/29/2011	Americans with Disabilities Act: Leadership Needed to Help Ensure That Stations Served By Amtrak Are Compliant	3b	We recommend that the President and CEO direct the Program Director to develop and provide the Congress an order of magnitude cost estimate for completing all Americans with Disability Act programs by the goal date and periodically update the estimate as more precise data becomes available.			Agreed

Amtrak Office of Inspector General

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4	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.			Disagreed
5	OIG-A-2012-003, 12/7/2011	Wireless Network Security: Internal Controls Can Be Improved	1a	SECURITY SENSITIVE			Agreed
6	OIG-A-2012-003, 12/7/2011	Wireless Network Security: Internal Controls Can Be Improved	1b	SECURITY SENSITIVE			Agreed
7	OIG-A-2012-003, 12/7/2011	Wireless Network Security: Internal Controls Can Be Improved	1c	SECURITY SENSITIVE			Agreed
8	OIG-A-2012-007, 3/30/2012	Amtrak Corporate Governance: Implementing a Risk Management Framework is Essential to Achieving Amtrak's Strategic Goals	2	In the near term, using an incremental approach, develop and implement an Enterprise Risk Management process to include the Board of Directors that focuses on Goal 5 of the Amtrak Strategic Plan, Financial and Organizational Excellence.			Agreed
9	OIG-E-2012-012, 5/31/2012	Strategic Asset Management Program: Opportunities to Improve Implementation and Lessons Learned	7	Once the system is stabilized, we recommend that SAM sponsors: Assess whether the new automated and manual business processes are delivering expected results and cost benefits once the system is stabilized.			Agreed
10	OIG-E-2012-012, 5/31/2012	Strategic Asset Management Program: Opportunities to Improve Implementation and Lessons Learned	8	Once the system is stabilized, we recommend that SAM sponsors: Pursue a well-conceived "SAP-Maximo only" strategy to reduce complexity in future releases of SAM implementation.			Agreed

Amtrak Office of Inspector General

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11	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. 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"> 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; b. quality and reliability of all transferred data; c. regression and volume testing of the new system; and d. involvement of key business users who are independent of project team members in user acceptance and approval. 			Agreed
12	OIG-E-2012-012, 5/31/2012	Strategic Asset Management Program: Opportunities to Improve Implementation and Lessons Learned	10	<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: 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.</p>			Agreed

Amtrak Office of Inspector General

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13	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1a	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that background investigations be completed, with no pending information, prior to allowing prospective employees to start work.			Agreed
14	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1b	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that a comprehensive comparison of background investigation information against prospective employee applications be made prior to allowing prospective employees to start work.			Partially agreed
15	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1c	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that prospective employees' applications claims be verified prior to allowing prospective employees to start work.			Disagreed
16	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1d	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that policies clearly define the parameters for decision making when discrepancies exist in prior work history, education level claimed, and consumer credit and driving record reports.			Agreed
17	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1e	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that an accountable officer be designated to monitor the use of background investigations in hiring decisions.			Agreed

Amtrak Office of Inspector General

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18	OIG-A-2012-014, 7/19/2012	Human Capital Management: Weaknesses in Hiring Practices Result in Waste and Operational Risk	1f	Revise Human Capital policies to establish the requirements for use and review of background investigations and applications during the hiring process. Specifically require that training be provided to all staff involved in the hiring process on hiring policies and procedures.			Agreed
19	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
20	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
21	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 Officer'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
22	OIG-E-2012-023, 9/27/2012	Railroad Safety: Amtrak is Not Adequately Addressing Rising Drug and Alcohol Use by Employees in Safety-Sensitive Positions	2	To address its increasing rate of drug and alcohol use and to meet the federal requirement for exercising due diligence, we recommend that Amtrak's President & CEO direct the VP, Operations and the VP, Environmental Health and Safety, to work together to routinely review the results of drug and alcohol testing, comparing them against company goals and industry averages.			Agreed

Amtrak Office of Inspector General

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23	OIG-E-2012-023, 9/27/2012	Railroad Safety: Amtrak is Not Adequately Addressing Rising Drug and Alcohol Use by Employees in Safety-Sensitive Positions	3	To address its increasing rate of drug and alcohol use and to meet the federal requirement for exercising due diligence, we recommend that Amtrak's President & CEO direct the VP, Operations and the VP, Environmental Health and Safety, to work together to demonstrate that drug and alcohol control is a priority at Amtrak through the engagement of senior management with the program, and incorporate the risks associated with drug and alcohol use into a risk management framework.			Agreed
24	OIG-E-2012-023, 9/27/2012	Railroad Safety: Amtrak is Not Adequately Addressing Rising Drug and Alcohol Use by Employees in Safety-Sensitive Positions	5	To address its increasing rate of drug and alcohol use and to meet the federal requirement for exercising due diligence, we recommend that Amtrak's President & CEO direct the VP, Operations and the VP, Environmental Health and Safety, to work together to ensure that hours-of-service supervisors are properly trained in identifying signs and symptoms of drug and alcohol use and that their training is properly documented.			Agreed
25	OIG-E-2012-023, 9/27/2012	Railroad Safety: Amtrak is Not Adequately Addressing Rising Drug and Alcohol Use by Employees in Safety-Sensitive Positions	4b	To address its increasing rate of drug and alcohol use and to meet the federal requirement for exercising due diligence, we recommend that Amtrak's President & CEO direct the VP, Operations and the VP, Environmental Health and Safety, to work together to ensure that the physical observation program meets or exceeds FRA's guidance, to include holding supervisors accountable for performing the required number of observations each quarter.			Agreed
26	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2a	The program manager designated by the VP, Operations, ensures that Amtrak periodically reassesses the risks to PTC implementation and mitigates those risks, as necessary.			Agreed

Amtrak Office of Inspector General

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27	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2b	The program manager designated by the VP, Operations, ensures that Amtrak conducts a full analysis of the technical risks and costs associated with obtaining spectrum licenses in a piecemeal fashion, to determine the appropriate level of support needed, if any, from the federal government, to obtain spectrum in a technically adequate, cost-effective manner, or begin to develop a viable alternative if 220 MHz spectrum is unavailable.			Agreed
28	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2c	The program manager designated by the VP, Operations, ensures that Amtrak updates and improves the reliability and accuracy of its cost estimates and includes the full amount of required funding in the five-year financial plan and the annual legislative and grant funding request to complete implementation of PTC by the deadline.			Agreed
29	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2d	The program manager designated by the VP, Operations, ensures that Amtrak develops a master project schedule that includes detailed tasks and dependencies and periodically revises it.			Agreed
30	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2e	The program manager designated by the VP, Operations, ensures that Amtrak reconsiders the risks associated with the plan to award a fixed price contract to install Interoperable-Electronic Train Management System.			Agreed
31	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2f	The program manager designated by the VP, Operations, ensures that Amtrak remains engaged with FRA to increase the likelihood that the FRA review process stays on schedule.			Agreed

Amtrak Office of Inspector General

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32	OIG-E-2013-003, 12/20/2012	Railroad Safety: Amtrak Has Made Progress in Implementing Positive Train Control, but Significant Challenges Remain	2g	The program manager designated by the VP, Operations, ensures that Amtrak engages sufficiently at the appropriate level with host railroads and others in the industry to influence developments with Interoperable-Electronic Train Management System that affect Amtrak.			Agreed
33	OIG-A-2013-006, 2/15/2013	Amtrak Invoice Review: Undetected Inaccuracies Resulted in Overpayments	1	We recommend that Amtrak's Acting CFO take action to recover the \$2,115,440 that Amtrak overpaid BNSF for on-time-performance incentives.		\$2,115,440	Agreed
34	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
35	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	2	In the long term, we recommend that the CIO implement a complete CMDB that includes application configuration setting information.			Agreed
36	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	4	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

Amtrak Office of Inspector General

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37	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, 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
38	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
39	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
40	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
41	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
42	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	18	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 IBM's most recent Service Management Review report.			Agreed

Amtrak Office of Inspector General

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43	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	20	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
44	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	12a	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: a. Reducing SAN storage rate by renegotiating with IBM.			Agreed
45	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
46	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
47	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
48	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	12g	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: g. Leveraging lower cost cloud technology where feasible.			Agreed

Amtrak Office of Inspector General

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	OIG-A-2013-013, 4/16/2013	Information Technology: Opportunities Exist to Improve Services, Economies, and Contract Performance	n/a	report savings	\$31,400,000 ^A		
49	OIG-E-2013-014, 5/28/2013	Asset Management: Integrating Sound Business Practices into its Fleet Planning Process Could Save Amtrak Hundreds of Millions of Dollars on Equipment Procurements	1	Ensure that the recommendations from our previous report, listed in Appendix II and which were designed to improve Amtrak's management of its fleet planning process, are implemented.			Generally agreed
50	OIG-E-2013-014, 5/28/2013	Asset Management: Integrating Sound Business Practices into its Fleet Planning Process Could Save Amtrak Hundreds of Millions of Dollars on Equipment Procurements	2	Prohibit Amtrak from making additional equipment acquisitions until the need for the equipment has been fully analyzed, the acquisitions have been shown to be the most cost-effective option available to satisfy the need, and funding for the acquisitions has been identified through an integrated planning process that supports Amtrak's business strategy.			Agreed
51	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

^A We found that while achieving some service improvements the Information Technology Infrastructure Initiative program was not providing support services in an effective and efficient manner. To address the situation, we recommended that the company take a number of short- and long-term actions. We estimated potential savings associated with our recommendations to be \$31.4 million.

Amtrak Office of Inspector General

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52	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	Agreed
53	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	3	We also recommend that the General Counsel work with the Chief Logistics Officer to clarify procurement policy by ensuring that the overhead and profit rates permitted on a change order are based on the total amount of the change order, not on the individual components.	\$529,175		Agreed
54	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	4	We also recommend that the General Counsel work with the Chief Logistics Officer to clarify procurement policy by developing guidance to help ensure that rates for overhead, profit, and subcontractor markup on change orders to service contracts are fair and reasonable.			Disagreed
55	OIG-A-2013-018, 9/20/2013	Governance: Enhanced Controls Needed to Avoid Duplicate Payments	2	We recommend that the Acting CFO direct the Amtrak Controls group to assess the adequacy of vendor payment process controls and take corrective actions, as appropriate. The group's assessment, at a minimum, should address issues related to: personnel overriding system warnings that identify duplicate payments; duplicate vendor records in the vendor master file; personnel altering invoice numbers when processing payments; the practice of allowing invoices to be submitted to offices other than Accounts Payable; out of date payment policies and procedures for detecting, researching, and preventing duplicate payments; and routine monitoring of payment controls using data analytics similar to those developed for this review.			Agreed

Amtrak Office of Inspector General

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56	OIG-A-2013-019, 9/26/2013	Governance: Most Procurement Card Controls are Effective, but Some Need to be Strengthened	1	We recommend that the Acting CFO direct the Amtrak Controls group to assess the adequacy of Pcard processes and to address the following control weaknesses: unauthorized use; split purchases; overrides of controls for purchase limit and purchase type restrictions; inadequate monitoring of card limits and privileges on periodic basis; periodic review and cancellation of infrequently used cards; routine monitoring of payment controls using data analytics similar to those developed for this review.			Agreed
57	OIG-E-2013-020, 9/27/2013	Corporate Governance: Planned Changes Should Improve Amtrak's Capital Planning Process, and Further Adoption of Sound Business Practices Will Help Optimize the Use of Limited Capital Funds	1	We recommend that the President and CEO establish corporate-wide guidance for developing project proposals based on sound business practices discussed in this report, and develop and implement a plan to train staff to develop these proposals.			Agreed
58	OIG-E-2013-020, 9/27/2013	Corporate Governance: Planned Changes Should Improve Amtrak's Capital Planning Process, and Further Adoption of Sound Business Practices Will Help Optimize the Use of Limited Capital Funds	2	We recommend that President and CEO develop and implement a plan to fully adopt sound business practices to review and rank projects, including establishing the capability to independently review and validate proposals.			Agreed
59	OIG-E-2013-020, 9/27/2013	Corporate Governance: Planned Changes Should Improve Amtrak's Capital Planning Process, and Further Adoption of Sound Business Practices Will Help Optimize the Use of Limited Capital Funds	3	We recommend the President and CEO tighten controls over the contract approval process to eliminate unauthorized expenditures of funds.			Agreed

Amtrak Office of Inspector General

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60	OIG-E-2013-020, 9/27/2013	Corporate Governance: Planned Changes Should Improve Amtrak's Capital Planning Process, and Further Adoption of Sound Business Practices Will Help Optimize the Use of Limited Capital Funds	4	We recommend the President and CEO develop and implement a plan to build the capability of the Finance Department to monitor ongoing projects in accordance with sound practices and conduct post-completion reviews of projects as required by current Amtrak policy.			Agreed
61	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	1	VP, Operations designate a program manager or executive with the authority necessary to manage the introduction of the new locomotives into service in an efficient and timely manner. This individual should be responsible for synchronizing all plans and tasks necessary for preparing to operate and maintain the new locomotives and decommission the existing locomotives.			Agreed
62	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 while waiting disposition or return to the lessor.			Agreed
63	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	2bii	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 winding down the overhaul program for these locomotives and their spare parts inventories.			Agreed

Amtrak Office of Inspector General

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64	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	2e	The designated official should ensure that tasks for effectively and efficiently commissioning, operating, and maintaining new equipment, and decommissioning existing equipment, are documented in a policy to guide this and other ongoing and future procurements.			Agreed
65	OIG-A-2014-001, 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	1	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.	\$154,200,000		Generally agreed
66	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 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
67	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 ensure that the onboard point-of-sale system includes the capability to provide relevant business management data, such as time-of-sale.			Generally agreed
68	OIG-A-2014-001, 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2a	We recommend that the President and CEO direct the VP, Operations to pilot various options to increase efficiency, including: Align the food and beverage service model with variations in ridership, customer demand, and financial performance for each route. Consider amending or eliminating the current sit-down dining car service seasonally, on selected routes, or on portions of some routes.	\$21,000,000 ^B		Generally agreed

^B We also recommended that the company pilot various options to increase efficiency, including: aligning the food and beverage service model with variations in ridership, customer demand, and performance; developing performance measures and metrics for assessing the sales performance of service attendants; and developing a program to reward high sales performers and counsel or hold accountable low sales performers. We estimated that the changes identified in our report, as recommended in sub pieces to recommendation 2, could potentially save the company about \$7 million, annually. For semiannual reporting, we project this estimated savings over three year, \$21 million.

Amtrak Office of Inspector General

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69	OIG-A-2014-001, 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2b	Develop performance measures and metrics for assessing the sales performance of service attendants.			Generally agreed
70	OIG-A-2014-001, 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2c	Develop a program to reward high sales performers and counsel or hold accountable low sales performers.			Generally agreed
71	OIG-A-2014-001, 10/31/2013	Food and Beverage Service: Potential Opportunities to Reduce Losses	2d	Reduce report times and eliminate the practice of double-counting food stocks.			Generally agreed
72	OIG-A-2014-003, 1/9/2014	Passenger Rail Investment and Improvement Act of 2008: Accomplishments and Requirements that Deserve Consideration for Future Authorizing Legislation	1	To complete the efforts to improve financial reporting based on Section 204, we recommend that the President and CEO direct the departments responsible for developing annual five-year financial plans to fully address the 16 information categories required by PRIIA, including: expenditure forecasts for non-passenger operations; projected capital and operating requirements, ridership, and revenue for any new passenger service operations or service expansions - the new Richmond/Norfolk segment; assessments of the corporation's ability to efficiently recruit, retain, and manage its workforce; annual cash flow forecasts; projected operating ratio, cash operating loss, and cash operating loss per passenger on a route, business line, and corporate basis; prior fiscal year and projected specific costs and savings estimates resulting from reform initiatives; projected labor productivity statistics on a route, business line, and corporate basis; and prior fiscal year and projected equipment reliability statistics."			Agreed

Amtrak Office of Inspector General

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73	OIG-A-2014-005, 4/18/2014	Governance: Opportunities Exist to Improve the Travel Card Program and Reduce Risks	1	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
74	OIG-A-2014-005, 4/18/2014	Governance: Opportunities Exist to Improve the Travel Card Program and Reduce Risks	2	We recommend that the CFO direct the Travel Services group to recover unpaid balances from delinquent cardholders.			Agreed
75	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 monitor employee travel expenses using data analytics for additional improvement opportunities.			Agreed
76	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
77	OIG-E-2014-007, 5/29/2014	Asset Management: Amtrak Followed Sound Practices in Developing a Preliminary Business Case for Procuring Next-Generation High-Speed Trainsets and Could Enhance its Final Case with Further Analysis	1	As the acquisition team develops its final business case, we recommend that the issues discussed in this report related to forecasts, preferred alternatives, and integrated planning be address appropriately. This could be accomplished by revising the analysis supporting the final business case or by assessing the potential impact of each issue with an expanded sensitivity analysis within the final business case.			Agreed
78	OIG-A-2014-009, 7/15/2014	Governance: Improved Policies, Practices, and Training Can Enhance Capital Project Management	1	We recommend that the President and CEO designate a senior executive to develop company-wide policies and procedures for project management that are consistent with the best practices discussed in this report.			Agreed

Amtrak Office of Inspector General

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79	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
80	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
81	OIG-A-2014-010, 8/4/2014	Train Operations and Business Management: Addressing Management Weaknesses Is Key to Enhancing the Americans with Disabilities Program	2	To help improve the effectiveness of ADA program management, we recommend that the President and CEO, after organizational responsibility has been decided, direct the lead executive, in conjunction with other ADA management team members, to develop a written strategic plan for achieving ADA compliance that: provides a clear vision and policy for the ADA program; assigns program and project accountability; establishes criteria for selecting projects to fund; identifies project and program cost estimates; creates annual performance metrics; sets a goal date for all stations to become ADA-compliant.			Agreed
82	OIG-A-2014-010, 8/4/2014	Train Operations and Business Management: Addressing Management Weaknesses Is Key to Enhancing the Americans with Disabilities Program	3	To help improve the effectiveness of ADA program management, we recommend that the President and CEO consider establishing an ADA Advisory Panel that includes members from the disabled community to advise the ADA management team on ADA-related issues.			Agreed

Amtrak Office of Inspector General

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83	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
84	OIG-E-2015-001, 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	4	Modify the deployment plans for the new single-level long-distance cars, as appropriate, based on the results of the completed analysis.			Agreed
85	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
86	OIG-E-2015-001, 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	1a	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: a) Assign clear accountability and responsibility for decision-making, and for conducting the analysis required to make sound decisions.			Generally agreed
87	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

Amtrak Office of Inspector General

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88	OIG-E-2015-001, 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	3a	Ensure that the analysis for optimizing the cost-effective utilization of the new single-level long-distance cars is completed in a manner consistent with sound business practices, including: a) Developing reliable data on baggage requirements to ensure that full-baggage and baggage-dormitory cars are optimally deployed, based on current requirements and any changes to the business model being considered.			Generally agreed
89	OIG-E-2015-001, 10/23/2014	Asset Management: Opportunities Exist to Enhance Decision-Making Process for Utilization of Long-Distance Equipment	3b	Ensure that the analysis for optimizing the cost-effective utilization of the new single-level long-distance cars is completed in a manner consistent with sound business practices, including: b) Determining the costs and benefits of putting all of the new equipment into the active fleet as planned, compared with other options such as storing or leasing some of the cars until increased demand or other circumstances warrant their use.			Generally agreed
90	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		Agreed

Amtrak Office of Inspector General

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91	OIG-A-2015-006, 2/12/2015	Safety and Security: Opportunities to Improve Controls Over Police Department Workforce Planning	1	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: Clearly identify specific goals and performance measures that support the department's mission. Use risk assessments and workload data to identify security needs and allocate resources to achieve department goals. Identify opportunities to supplement staffing, such as using security guards as cost-effective alternatives to police officers. Monitor and evaluate the effectiveness of the workforce planning process.			Agreed
92	OIG-A-2015-006, 2/12/2015	Safety and Security: Opportunities to Improve Controls Over Police Department Workforce Planning	2	We recommend that the Chief of Police and the Vice President for the Office of Emergency Management and Corporate Security establish a joint working group to develop a collaborative risk assessment process and ensure the optimal use of security risk assessments and selection of cost-effective options to reduce security risk.			Generally agreed
93	OIG-A-2015-007, 2/19/2015	Safety and Security: Opportunities Exist to Improve the Safe-2-Safer Program	1	We recommended that the Executive Vice President/Chief Operations Officer clarify in the System Safety Program Plan how Safe-2-Safer activities tie to and complement other company safety programs and plans.			Agreed
94	OIG-A-2015-007, 2/19/2015	Safety and Security: Opportunities Exist to Improve the Safe-2-Safer Program	2	We recommended that the Executive Vice President/Chief Operations Officer establish targets for employee safety and establish metrics to measure progress toward these goals, including milestones toward achieving program goals.			Agreed

Amtrak Office of Inspector General

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95	OIG-A-2015-007, 2/19/2015	Safety and Security: Opportunities Exist to Improve the Safe-2-Safer Program	3	We recommended that the Executive Vice President/Chief Operations Officer assess the current level of knowledge throughout the company about the Safe-2-Safer program and provide additional training, as appropriate, to ensure that employees understand the purpose of the program and how it works.			Agreed
96	OIG-A-2015-007, 2/19/2015	Safety and Security: Opportunities Exist to Improve the Safe-2-Safer Program	4	We recommended that the Executive Vice President/Chief Operations Officer document and communicate to managers and employees the company's expectations concerning adherence to safety rules and procedures, and how the discipline process works in conjunction with the Safe-2-Safer Program.			Agreed
97	OIG-A-2015-007, 2/19/2015	Safety and Security: Opportunities Exist to Improve the Safe-2-Safer Program	5	We recommended that the Executive Vice President/Chief Operations Officer assess Safe-2-Safer program policies and procedures to identify and strengthen employee engagement and accountability.			Agreed
Total					\$235,329,175	\$2,711,785	

Mgmt Decision Totals	
Agreed / Generally Agreed	92
Partially Agreed	2
Disagreed	3