

United States Senate
WASHINGTON, DC 20510-2003

September 17, 2015

The Honorable Tom Howard
Inspector General
Amtrak
10 G Street NE
Suite 3W-300
Washington, DC 20002

Dear Inspector General Howard:

I am writing to raise my deep concerns about Amtrak's procurement approach for the redevelopment of Penn Station in Baltimore, Maryland. I have enclosed my correspondence with Mr. Joseph Boardman for your reference.

Despite these concerns, I am advised Amtrak intends to move forward with a master development procurement instead of a traditional master plan procurement. In addition, I understand this is the very first time Amtrak will use this procurement method.

I request your help in answering the following questions:

1. Is Amtrak ready to undertake this new procurement approach?
2. Does Amtrak have the capacity to successfully undertake this new procurement approach in a timely manner?
3. Who at Amtrak will oversee KPMG to ensure the process proceeds according to schedule and does not become a boondoggle?

Thank you for your prompt attention to my questions. This project is too important to Baltimore's leaders, major employers, and skilled labor workforce to not get it right from the very start.

Sincerely,



Barbara A. Mikulski
United States Senator

Enclosures (2)

BARBARA A. MIKULSKI
MARYLAND

United States Senate

WASHINGTON, DC 20510-2003

August 13, 2015

Mr. Joseph H. Boardman
President & Chief Executive Officer
Amtrak
600 Massachusetts Avenue, NW
Washington, DC 20002

Dear Mr. Boardman:

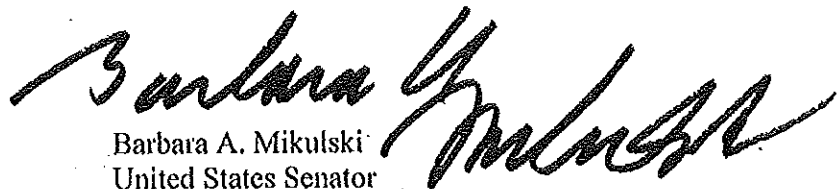
I want you to review your procurement process for the Penn Station redevelopment project. I understand you are planning to do a master development procurement. This is an untried, unproven and unwieldy process to accomplish this significant project. Baltimore needs action now.

This project will create jobs in construction, help the supply chain, and address the railroad station's needs. It also is in the interest of the taxpayer. Equally important, Penn Station is a gateway to many community assets: University of Baltimore led by former Baltimore Mayor, Kurt Schmoke; Maryland Institute College of Art; and Johns Hopkins University. These major employers and others rely on Penn Station's Amtrak, MARC and light rail services to attract academic scholars and leading professionals to Baltimore, and provide daily commuter options for their workforce.

I appreciate Amtrak's work with the Central Baltimore Partnership to improve the amenities of the existing station. This was a first step. There now must be a greater sense of urgency to get the larger redevelopment project underway.

Thank you for your immediate consideration of my request. We need to get the construction of this project underway.

Sincerely,


Barbara A. Mikulski
United States Senator

September 4, 2015

The Honorable Barbara A. Mikulski
United States Senate
503 Hart Senate Office Building
Washington, DC 20510

Joseph H. Boardman
President and Chief Executive Officer



Dear Senator Mikulski:

Thank you for your letter dated August 13, 2015 expressing your concern over Amtrak's approach to advancing the Penn Station redevelopment project. I want to confirm for you that Amtrak is committed to developing Baltimore Penn Station into a thriving transportation hub and civic asset.

Our approach to the redevelopment of Baltimore Penn Station seeks to integrate the development of a Master Plan for the station and our surrounding assets and the design, construction, funding and implementation of that Plan into a single procurement. This approach will get us to the shared end goal—construction and implementation—significantly more quickly. This compares to our traditional approach that, following the completion of feasibility studies in 2014, would have required that competitively procured each stage of the redevelopment project separately, resulting in a longer timeline for achieving the end goal.

Strategic partnerships between master developers and infrastructure operators are well established and a growing number of public entities are exploring these partnerships as a way to deliver world-class projects. We have hired KPMG Financial Advisors to support us in executing this procurement for such a partnership. KPMG recently closed more than \$7.5 billion in public-private partnership projects over the last 24 months alone.

Simultaneous to the redevelopment procurement, Amtrak continues to advance near-term improvements to the station. Those projects include repairs to the roofs and drainage systems, installation of an emergency generator, new wayfinding signs for improved passenger circulation, and upgraded lighting on MARC's platforms track level. In addition, Amtrak is ordering new Acela trains and plans to operate additional rush hour Acela service by 2020. In preparation, we are planning to reconfigure track and platforms at Baltimore Penn Station to host the expanded Acela service.

Amtrak has worked collaboratively and transparently with its coalition of key stakeholders including the State of Maryland (MDOT/MTA), Baltimore City, neighborhood associations, and local universities to address recommendations and concerns and drive forward a shared objective to improve Baltimore Penn Station and catalyze economic growth for Baltimore City. Within Baltimore City we have held interviews to solicit input and have followed guidance from Baltimore City Department of Transportation, Department of Planning, Parking Authority of Baltimore City, and Baltimore Redevelopment Corporation.

We believe Baltimore will be the beneficiary of Amtrak's early focus on the implementation, financial performance and capital investment aspects of our project to improve Baltimore Penn Station. Our procurement approach will also bring private innovation, financing and delivery expertise for driving competitive investment and economic growth in Baltimore.

As we move swiftly toward to the release of the Request For Information in early September, we thank you for your long-standing support of Amtrak and this station and deeply appreciate your continued interest in its future.

Sincerely,

A handwritten signature in black ink that reads "Joe Boardman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Joseph H. Boardman
President and Chief Executive Officer