



AMTRAK | Office of
Inspector General
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NATIONAL RAILROAD PASSENGER CORPORATION

BUDGET ESTIMATE: FISCAL YEAR 2015

SUBMITTED TO THE COMMITTEES ON APPROPRIATIONS,
U.S. SENATE AND U.S. HOUSE OF REPRESENTATIVES

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**NATIONAL RAILROAD PASSENGER CORPORATION
OFFICE OF INSPECTOR GENERAL**

FY 2015 BUDGET REQUEST

INSPECTOR GENERAL'S OVERVIEW

The Amtrak Office of Inspector General (OIG) is committed to carrying out its mission under the *Inspector General Act of 1978* (as amended) as a high-performing OIG—delivering timely, high-quality, and value-added work to improve the economy, efficiency, and effectiveness of Amtrak programs and operations. We exercise independent oversight to provide the corporation, its customers, the public, and Congress with unbiased assessments—conducting audits, inspections, evaluations, and investigations.

The OIG request of \$24.5 million for fiscal year (FY) 2015 is consistent with guidance from the Office of Management and Budget. This level of funding would allow us to continue and expand actions taken during FY 2014 to mitigate the impact of sequestration by replacing positions in audit, evaluation, and investigation that were eliminated during FY 2013. This funding also would enhance our ability to identify opportunities for Amtrak to save money; improve programs and operations; reduce fraud, waste, and abuse; and realize savings by implementing our past recommendations.

We are committed to the highest standards of excellence in achieving our mission and in serving as good stewards of our resources. The steps we have taken to increase our skills and capabilities and our attention to issues that can have the largest positive impact on Amtrak's programs and operations have led to significant improvements in economy, efficiency, and effectiveness—and will continue to do so.

REVISION OF STRATEGIC PLAN

In October 2012, we completed a Strategic Plan for FY 2013–2017 that established goals, strategies, and performance indicators to fulfill our vision of operating as a model OIG. The plan supports Amtrak's Strategic Plan (FY 2014–2018), particularly the goal of attaining a standard of financial excellence.

To help us operate as a model OIG, we have established five strategic goals.

1. Add value by producing objective, accurate, relevant, timely, substantive, sophisticated products that have impact.
2. Consistently follow efficient, disciplined processes for audits, evaluations, and investigations that meet the standards of the accountability community and are periodically refined and improved.
3. Employ a highly qualified, motivated, and diverse workforce.
4. Communicate openly and work professionally with, but independently from Amtrak management.
5. Create and maintain effective mission-support systems.

These goals provide a strategic framework that will allow us to continually improve our operations effectively and efficiently, while pursuing our vision.

SIGNIFICANT ACCOMPLISHMENTS

Amtrak OIG is charged with ensuring that the corporation spends its funds wisely and receives appropriate value for its expenditures. To carry out this charge, our audits and evaluations have centered on eight focus areas:

- governance
- acquisition and procurement
- information technology
- train operations and business management
- human capital management
- Recovery Act activities
- safety and security
- asset management

Since the beginning of FY 2013, we have issued 21 reports identifying more than \$114 million in questioned/unsupported costs and in funds to be put to better use. The reports also included numerous recommendations to improve the efficiency and effectiveness of Amtrak's operations and programs.

Our investigations secured 5 indictments, 12 convictions, and over \$3 million in cost savings and recoveries. We opened 65 investigative cases, closed 63 cases, processed 571 complaints from the OIG Hotline, and issued 35 management information reports with recommendations to improve the efficiency and effectiveness of Amtrak operations and programs.

The cumulative effect of our work has also yielded significant results. For example, we recently issued five reports focusing on on-time-performance incentives paid by Amtrak to host railroads that own some of the tracks used by Amtrak trains. Because of weaknesses in the invoice-review process, Amtrak paid inaccurate invoices from the host railroads. Over time, we identified \$91.3 million in overpayments. As a result of our work, Amtrak realized more than \$38.4 million in savings from settlements with host railroads, including over \$19 million in cash and credits, and more than \$19.4 million from a release of claims for on-time-performance incentives. Also, Amtrak has the opportunity to recover more than \$23.8 million in overpayments that we identified in 13 reports issued since August 2001.

Since the beginning of FY 2013, Amtrak OIG accomplished the following:

- **Testimony by the Inspector General (IG) on November 14, 2013.** The IG testified before Congress on Amtrak's progress in reducing food and beverage service losses and opportunities to further reduce losses by improving business practices, processes, and management information. The IG summarized Amtrak's actions to reduce losses, such as awarding a new contract for warehouse management that included greater volume discounts and incentives to control costs. The IG also noted actions Amtrak has taken to increase revenue, for example, increasing food and beverage revenue transfers from sleeper class on long-distance routes and Acela first-class tickets. This action increased food and beverage revenue by \$22.1 million from FY 2006 through FY 2012; nevertheless, in FY 2012, losses still totaled \$72 million. In our most recent report (OIG-A-2014-001), we identified a number of opportunities to improve the efficiency and cost-effectiveness of the food and beverage service, including aligning staffing of dining cars to ridership, monitoring and managing the sales performance of lead service attendants, shortening reporting times for onboard service personnel, aligning service to the needs of each route, ensuring that the cost of complimentary items is recovered, and reducing spoilage. But to achieve a more significant impact on financial performance, Amtrak may require a completely different business model. As we reported, contracting out food and beverage services offers the greatest potential for cost reductions; nevertheless, this change to the business process would be complex and risk-prone. Consequently, this option should be approached in a structured, methodical manner.
- **Amtrak's Progress Implementing the 2008 Passenger Rail Investment and Improvement Act (PRIIA).** Our work showed that Amtrak has made significant progress implementing PRIIA by addressing 24 of the 29 assigned provisions. The corporation continues to work on incorporating eight categories of information that were not fully addressed in the last five-year financial plan, and on developing new agreements for allocating costs, revenues, and compensation for Northeast Corridor commuter facilities and services. Amtrak has not had to react

to three provisions because the events that trigger a response have not yet occurred.

We also reported on three areas that provide opportunities for savings and improved performance and service quality:

1. With Treasury's assistance, Amtrak has successfully completed restructuring its debt on 13 capital leases, saving about \$173 million; however, the authorization for this provision expired in October 2010. If this provision is reauthorized, Amtrak (assisted by Treasury) could reduce its costs and federal subsidy requirements by about \$393 million (\$282 million in present-value dollars) from FY 2014 through FY 2019.

2. In July 2013, the U.S. Court of Appeals for the D.C. Circuit ruled that the performance metrics and standards developed under PRIIA were not enforceable. This ruling invalidated the metrics and standards, eliminating those that measure on-time performance and the requirement to incorporate metrics and standards into the operating agreements with host railroads. It also eliminated the authority to unilaterally reissue the metrics and standards without new authorizing legislation.

3. Additional time and resources are needed to fully implement the Northeast Corridor state of good repair plan, the Northeast Corridor infrastructure and operations improvements, and the compliance requirements of the Americans with Disabilities Act. Reauthorizing the reporting requirements in these three provisions would provide information to stakeholders to help make informed decisions to execute these long-term efforts.

- **Cost savings.** We identified more than \$114 million in potential savings:
 - \$17.5 million in questioned costs due to weaknesses in Amtrak's invoice-review process
 - \$824,042 in questioned and unsupported costs in American Recovery and Reinvestment Act change orders
 - \$69 million in funds to be put to better use

- \$27 million in potential savings by ending an information technology contract.
- **Reviewing proposals.** We determined that the price proposal of a potential contractor contained amounts that, in some cases, were not based on well-supported and reasonable cost data. As a result, we questioned those costs and made two recommendations aimed at helping lower the negotiated contract price.
- **Reviewing overtime management.** We found that the corporation has started to focus management attention on improving controls over the approval and use of overtime; however, much work remains to be done. Because management controls are inadequate, Amtrak is highly vulnerable to overtime fraud and abuse. Addressing this long-standing issue requires new approaches to policies and procedures. Our report recommended that Amtrak incorporate the best practices that we identified into the policies and procedures being developed.
- **Implementing positive train control.** Our report on the implementation of positive train control showed that progress is being achieved but significant challenges remain. Amtrak is attempting to mitigate the risks in various ways, but overcoming some of these challenges by the end of 2015 will require increased attention and emphasis. We made eight recommendations to improve the management of positive train control implementation.
- **Monitoring the financial statement audit conducted by independent public accountants.** Our monitoring of the activities of Ernst & Young, LLP, to audit Amtrak's consolidated financial statements for the year ended September 30, 2012, disclosed no instances in which Ernst & Young did not comply, in all material respects, with generally accepted government auditing standards.
- **Managing real property inventory.** Our comparative analysis of best practices to Amtrak practices for real property inventory management identified opportunities to improve the use of commercially available information systems.
- **Fleet planning.** Our OIG report determined that Amtrak risks spending hundreds of millions of dollars more than necessary and could need additional operating subsidies if it does not adopt sound business practices as it improves its fleet planning process.

- **Drugs and alcohol.** Our analysis of the results of Amtrak’s random tests for drugs and alcohol showed that employees tested positive for drugs and alcohol more frequently than their peers in the railroad industry.
- **Corporate lodging.** Our review of corporate lodging practices concluded that process improvements could result in potential annual cost reductions of at least \$1 million.
- **Investigating fraud.** We have continued to work with management and federal, state, and local prosecutors to address potential fraud activity in the following areas:
 - Injury claimant fraud involving false injury claims and non-work related injuries by employees and passengers.
 - Healthcare provider fraud involving overbilling, billing for medical services not rendered by physicians, chiropractors, dentists, pharmacists, and durable medical equipment suppliers.
 - Contract and procurement fraud involving kickbacks, bribes, and gratuities, labor and cost mischarging, product substitution by employees and contractors.
 - Employee misconduct involving theft/embezzlement, ethics violations, misuse of computers for accessing pornography and social media, and violations of federal, state, and local criminal or civil laws.

SIGNIFICANT ACTIONS TAKEN TO STRENGTHEN OIG OPERATIONS

We have completed a comprehensive transformation effort that has positioned the office to function as a mainstream OIG and ultimately achieve our vision of being a model OIG. The improvements in operations flow largely from recommendations made by the National Academy of Public Administration and internal reviews. The reviews provided a basis for developing specific prioritized action plans to improve internal processes, policies, and management practices. Key improvements include:

- We revised our Strategic Plan to clearly articulate our vision to operate as a model OIG and to establish goals, strategies, and performance indicators to achieve the

vision and assess our progress. Our plan covers FY 2013–2017 and supports Amtrak’s strategic plan, particularly its goal of attaining a standard of financial excellence.

- As part of setting benchmarks for our new strategic goals, we surveyed more than 50 stakeholders, including Amtrak Board members, Amtrak executives, and congressional committee staffs. Eighty percent of the stakeholder responses either agreed or strongly agreed that the OIG was adding value and working well with Amtrak management.
- We conducted a survey of staff satisfaction, which received a 72 percent response. More than 65 percent of respondents agreed or strongly agreed that we are effectively achieving our workforce-related strategic goal, and 88 percent either agreed or strongly agreed that our work with Amtrak is independent and professional.
- We developed a customizable briefing to help Amtrak executives, staff and outside stakeholders understand the OIG mission and operations, and we delivered fraud awareness briefings to more than 900 Amtrak employees.
- We developed and implemented a five-step work planning process for audits and evaluations.
- We conducted comprehensive training classes for the audit and inspection/evaluation staff on TeamMate;¹ 2011 revisions to the Yellow Book; working paper preparation; and cross-indexing for working papers, drafts, and final reports. TeamMate procedures and protocol documents were also completed and provided to the staff.

Results of recent peer reviews of the audit and investigative functions validated that our processes are sound. During FY 2013, the Office of Audits was the subject of a peer review by the Council of the Inspectors General on Integrity and Efficiency (CIGIE), conducted by the Tennessee Valley Authority (TVA) OIG. The review determined that the system of quality control for our audit function has been suitably designed and complied with to provide reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Accordingly, TVA OIG provided a “pass” rating and made no recommendations.

The Office of Investigations was also the subject of a CIGIE peer review which was conducted by the Nuclear Regulatory Commission (NRC) OIG. NRC OIG concluded that our system of internal safeguards and management procedures for the investigative

¹ Providing a paperless strategy for managing audits, TeamMate is considered the industry standard in audit management software.

function in effect for the year ending February 28, 2013, was in compliance with CIGIE’s quality standards and the Attorney General’s Guidelines. These safeguards and our procedures provide reasonable assurance of conformance with professional standards in the conduct of our investigations.

SUMMARY OF FY 2015 BUDGET REQUEST

For FY 2015, Amtrak OIG requests \$24.5 million, consistent with the Office of Management and Budget guidance. This level of funding would allow us to continue and expand efforts to replace positions in audit, evaluations, and investigations that were eliminated during FY 2013. This funding would mitigate the impact of sequestration and ensure that we have adequate resources for travel, training, and other mission-support activities. Figure 1 shows our budget requests for FY 2013, FY 2014, and FY 2015.

Figure 1. Amtrak OIG Budget Requests, FY 2013 to FY 2015

(dollars in millions)

	FY 2013	FY 2014	FY 2015
President's Request	\$22.000	\$25.300	\$24.499
Appropriation	19.428	23.499	TBD

After taking a number of actions to mitigate the impact of sequestration and unanticipated cost increases in employee benefits, we decided that the best course of action to get through FY 2013 and prepare for FY 2014 was to reduce headcount, which we accomplished through a Voluntary Separation Incentive Program (VSIP) and a reduction in force (RIF). As a result, our on board staffing declined from 95 at the beginning of FY 2013 to 74 as of September 30, 2013. The declines came from 5 staff who left for other jobs and were not replaced, 5 staff who took the VSIP, and 11 staff who were part of a RIF. Forty percent of the reductions were in mission-support staff (human capital, budget, legal, and administration). The reductions required us to reassess our priorities and to curtail and suspend some work.

We entered FY 2014 operating under a continuing resolution of \$19.4 million—the same level of funding available during FY 2013. In January 2014, the Omnibus Appropriations Bill provided us \$23.499 million for FY 2014. We are implementing plans to use the additional funds to recover from the impact of cutbacks that we made during FY 2013 and to take other actions to enhance our operations. For example, we have expanded our contracting activities to quickly increase our capabilities in audit, evaluation, and

investigation while we work through the hiring process to fill additional permanent positions in those groups.

The FY 2015 request would also help us sustain the improvements we made to operate as a mainstream OIG and to continue delivering high-quality work that identifies cost savings and improves Amtrak operations and programs. Specifically, \$24.5 million will allow us to again support 97 full-time equivalents and help ensure the OIG's effective oversight of Amtrak's programs and operations. In particular, it would allow us to fully implement a very successful forensic auditing effort initiated at the end of FY 2012 using data analytics tools. For example, initial efforts have identified \$7.7 million in duplicate payments to vendors; in just a few months Amtrak has recovered more than \$2 million. We believe that the corporation can achieve tremendous cost savings and produce opportunities to improve controls by fully implementing the forensic auditing effort across the six key business areas, which have costs and revenues valued collectively at more than \$7 billion per year.

Amtrak OIG's FY 2015 budget request is broken down as follows:

- \$22.0 million for personnel and related costs.
- \$1.4 million to operational and equipment expenses, including funding for office space, special equipment for criminal investigators, staff training, and information technology equipment and support services.
- \$1.1 million for consultants and contracted services.

The request includes \$431,000 for staff training requirements, and \$52,000 to support the CIGIE. The IG certifies that the \$431,000 for staff training satisfies all known training requirements for FY 2015, in accordance with Public Law 110-409, the Inspector General Reform Act of 2008.

BUDGET TABLES

BUDGET REQUEST BY SOURCE OF FUNDS NATIONAL RAILROAD PASSENGER CORPORATION OFFICE OF INSPECTOR GENERAL

ACCOUNT NAME	APPROPRIATION (\$000)		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 REQUEST
Salaries and Expenses	19,428	23,499	24,499

FEDERAL RAILROAD ADMINISTRATION GRANT EXPIRED ON SEPTEMBER 30, 2013 (\$000)

	FY 2013 ACTUAL	
ARRA (Recovery Act) Oversight Grant ¹	1,318	-

¹ \$5.0 million for American Recovery and Reinvestment Act (ARRA) oversight for FY 2009 through FY 2013. A total of \$3,213,000 was spent from FY 2009 through FY 2012.

OBJECT CLASSIFICATION - FY 2013 TO FY 2015
NATIONAL RAILROAD PASSENGER CORPORATION
OFFICE OF INSPECTOR GENERAL
SALARIES & EXPENSES
(\$000)

OMB ACCOUNT ID: 575-00-2996	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 REQUEST
Personnel Compensation:			
11.1 Full-time permanent	9,930	11,598	13,068
11.5 Other personnel compensation	-	-	-
11.9 Total Personnel Compensation	9,930	11,598	13,068
12.1 Personnel benefits	6,014	7,905	8,916
21.0 Travel and transportation (persons)	180	275	365
22.0 Transportation (things)	4	3	5
23.2 Rental payments to others	166	7	11
23.3 Communications, utilities, and miscellaneous charges	153	118	132
25.1 Advisory and assistance services	1,210	2,732	1,082
25.2 Other services from non-federal sources	98	276	356
25.3 Other purchases of goods and services from government accounts	614	353	375
26.0 Supplies and materials	219	78	88
31.0 Equipment	165	154	101
99.0 Subtotal, direct obligations	18,753	23,499	24,499
99.9 Total obligations	18,753	23,499	24,499

**NATIONAL RAILROAD PASSENGER CORPORATION
OFFICE OF INSPECTOR GENERAL
PERSONNEL RESOURCES—SUMMARY
AUTHORIZED**

ACCOUNT NAME	FY 2013 Actual	FY 2014 Estimate	FY 2015 Request
Salaries and Expenses	77	85 ¹	97
ARRA Grant	7	0	0
Total	84	85	97

¹ We are in the process of hiring additional personnel and may not be able to reach this goal.

APPENDIX A. KEY FOCUS AREAS FOR FY 2015

During FY 2015 we will focus our audits, inspections, evaluations, and investigations in the areas discussed below, subject to available resources. Our overall goal will be to identify ways to improve the economy, efficiency, and effectiveness of Amtrak's programs and operations, while continuing to detect and prevent fraud, waste, and abuse. Our work will build on our FY 2014 Audit and Inspection and Evaluation Plan for addressing the focus areas.

Governance

Over the past 10 years, corporate governance and risk management have received increasing attention. Corporate governance is defined as a system of management controls encompassing policies, processes, and people, which serves the needs of shareholders and other stakeholders by directing and controlling management activities with good business savvy, objectivity, accountability, and integrity. Effective risk management processes are essential to provide assurance that management controls are operating effectively and to help avoid events that could prove catastrophic to an organization's financial and operational health.

During FY 2015, we will focus on assessing Amtrak's progress implementing the strategic plan. We will identify processes that Amtrak management and the Board of Directors have established to monitor strategic initiatives and to identify and mitigate risks. We will also review the effectiveness and efficiency of the implementation of these processes. We will continue to oversee Amtrak's financial statement audits and review management controls in several business areas, using data analytics techniques. Other potential areas for review include continuity of operations planning and the change management process.

Acquisition and Procurement

Each year, Amtrak dedicates a significant portion of its budget to acquisition and procurement. In FY 2011, Amtrak spent more than \$337 million for fuel, power, and utilities; moreover, Amtrak has invested billions of dollars in ongoing and planned improvements of the infrastructure and fleet. OIG reviews in these areas provide opportunities to improve resource utilization and reduce Amtrak's reliance on federal subsidies.

In FY 2015, the Office of Audits plans to conduct selected performance audits of Amtrak's acquisition and procurement policies, processes, and practices in order to identify systemic risks and to make recommendations for improvement. Our efforts will include

conducting pre- and post-award reviews of large contracts, identifying potential cost savings, and determining whether costs are being properly controlled, desired outcomes are being achieved, and appropriate oversight is occurring. Other potential areas for review include management and availability of spare parts and best practices for identifying and developing procurement skills.

Information Technology

Passenger railroad businesses are labor- and capital-intensive. These businesses increasingly rely on modern information technology (IT) to improve labor and asset productivity and deliver safe and reliable customer service. Many of Amtrak's information systems and IT infrastructure for reservations and ticketing, supply chain, and operations are outdated, inefficient, and increasingly prone to failure. The increasing risk of failure in business-critical systems must be addressed to ensure resilience and continuity of operations, and addressing these issues will be costly.

During FY 2015, we will continue to develop our data analytics capability. We will also focus on assessing the economy, efficiency, and effectiveness of some of Amtrak's key IT programs, such as the Centralized Electrification and Traffic Control System, eTicketing System, Food and Beverage Point of Sale System, and Infrastructure Management System.

Train Operations and Business Management

Amtrak operates more than 300 daily trains on over 21,000 miles of rails. It serves 528 stations in 46 states, 3 Canadian provinces, and the District of Columbia. In 2011, Amtrak transported more than 30 million intercity passengers. In addition to evaluating Amtrak's compliance with laws and federal regulations, we are continually looking for opportunities for Amtrak to improve the effectiveness and efficiency of its train operations and business management.

During FY 2015, our work will focus on best practices for advertising programs, efforts to improve performance of the locomotive fleets, and mechanical equipment overhauls.

Human Capital Management

Throughout the United States, Amtrak employs approximately 18,000 agreement-covered employees (union) and approximately 3,000 non-agreement-covered employees (management). Amtrak faces many of the same challenges and opportunities as do most other companies of its size to efficiently and effectively manage this large, diverse workforce. Amtrak is a service organization and the only intercity passenger rail operator in the United States; the effective development and management of Amtrak's talented

employees are critical to success. Our work will focus on identifying opportunities to improve the efficiency and effectiveness of its human capital management policies and practices.

During FY 2015, we plan to focus on areas related to Amtrak's management of overtime and controls over rail travel privilege cards. Other potential areas include the process for bringing new employees on board with the corporation, and employee absenteeism.

Safety and Security

Since the bombings of the Madrid and Mumbai rail systems in 2004 and 2006, Amtrak has become acutely aware of the need to protect rail infrastructure from terrorist attacks. Since 2005, the Department of Homeland Security Transit Security Grant Program has provided more than \$97 million in grant funding to Amtrak to protect critical infrastructure. The Amtrak Police Department has used these funds for planning and assessments, infrastructure protection, training, and public awareness.

Although most of our work involves safety and security issues, we also intend to focus on Amtrak's use of grant funds to improve security and on the efficiency and effectiveness of Amtrak's specific safety and security initiatives, policies, and practices. Potential areas for review during FY 2015 include Amtrak's efforts to improve security through homeland security grants, a survey of the Amtrak Police Department, and a follow-up review of positive train control.

Asset Management

Amtrak owns more than 2,000 pieces of rail equipment, with a replacement value of more than \$12 billion. In addition, the corporation owns more than 1,300 facilities, 1,186 bridges, 17 tunnels, and over 600 miles of right-of-way, along with the associated signals, catenary, and track. These assets are valued at more than \$17 billion. Optimizing the utilization of these assets will help Amtrak achieve its corporate goals and improve the overall financial health of the company. Our work will focus on identifying opportunities for Amtrak to improve the utilization and management of its physical assets.

During FY 2015, as resources become available, we plan to continue to examine the management of Amtrak's infrastructure assets in the Northeast Corridor, including Amtrak's plan for addressing the backlog of maintenance required, and its plans for future capacity improvements. Other areas for potential review are utilization of construction and specialized equipment and a review of infrastructure maintenance.

Investigative Focus

In FY 2015, we will continue to actively identify areas of investigative interest that closely align with the strategic goals and mission of Amtrak and the OIG. To earn the greatest return on investment for Amtrak and the OIG—and increase our investigative capability, efficiency and effectiveness—we will continue to emphasize innovative and proactive investigative tools such as digital forensics, data analysis, and surveillance technology.

APPENDIX B. BACKGROUND OF AMTRAK OIG

Authority

The Inspector General Act of 1978 (Public Law 95-452, 5 USC Appendix 3), as amended in 1988 (P.L. 100-504), established the Office of Inspector General for Amtrak to consolidate existing investigative and audit resources into an independent organization headed by the Inspector General to promote economy, efficiency, and effectiveness; and to detect and prevent fraud, waste, and abuse. Subsequently, the Inspector General Reform Act of 2008 (P.L. 110-409) amended and strengthened the authority of the inspectors general.

Mission

To provide independent, objective oversight of Amtrak's programs and operations through audits, inspections, evaluations, and investigations focused on recommending improvements to Amtrak's economy, efficiency, and effectiveness; preventing and detecting fraud, waste, and abuse; and providing Congress, Amtrak management, and Amtrak's Board of Directors with timely information about problems and deficiencies relating to Amtrak's programs and operations.

Vision

Amtrak OIG will operate as a model OIG, generating objective and sophisticated products that add value. Using modern infrastructure and effective support systems, and following efficient, disciplined processes that meet the standards of the accountability community, our diverse and talented team will work professionally with, but independently from, Amtrak management.

Organization

Our headquarters are in Washington, D.C., and we have field offices in Boston, Chicago, Los Angeles, and Philadelphia.

The **Office of Audits and Evaluations** conducts independent objective performance and financial audits and evaluations across the spectrum of Amtrak's support and operational activities. It produces reports on those activities aimed at improving Amtrak's economy, efficiency, and effectiveness, while seeking to detect and prevent fraud, waste, and abuse.

The **Office of Investigations** pursues allegations of fraud, waste, abuse, and misconduct that could affect Amtrak's programs, operations, assets, and other resources. The office refers investigative findings to the Department of Justice for criminal prosecution or civil

litigation, or to Amtrak management for administrative action. The office develops recommendations to reduce Amtrak's vulnerability to criminal activity.

The **General Counsel** provides legal assistance and advice to OIG senior management and supports audits, evaluations, special reviews, and investigations. Counsel coordinates with outside attorneys, including local and federal agencies and law enforcement attorneys, and appears in court on behalf of OIG and its employees.

The **Office of Mission Support** performs activities in financial management, procurement, administration, information technology, communications, quality assurance and internal affairs.

Human Capital provides a full range of human capital activities for employee support including: performance management, hiring, training, and compensation and benefits processes. These activities are carried out in a manner that is consistent with the policies of Amtrak Human Capital.

APPENDIX C: ACRONYMS AND ABBREVIATIONS

CIGIE	Council of the Inspectors General on Integrity and Efficiency
FY	fiscal year
IG	Inspector General
IT	information technology
NRC	Nuclear Regulatory Commission
OIG	Office of Inspector General
PRIIA	2008 Passenger Rail Investment and Improvement Act
RIF	reduction in force
TVA	Tennessee Valley Authority
VSIP	Voluntary Separation Incentive Program