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VIA EMAIL

March 20, 2019

Re: Freedom of Information Act Request – 16-FOI-00053

This is in response to your Freedom of Information Act (FOIA) request dated December 27, 2016 and received in this office on December 27, 2016.

In your request you sought a copy of the title page and table of contents only of the following manuals.

1. The Station Service Standards and Operations Manual;
2. The Reservation, Ticketing and Station Procedures (RTSP) Manual;
3. The Amtrak Procurement Card Manual;
4. The Amtrak Crew Base Manual;
5. The Amtrak Capital Project Management Requirements Manual; and
6. The Amtrak Service Standards Manual.

The above-referenced manuals were sent to you via separate e-mail on March 19, 2019.

If you have any questions regarding the processing of your request, please feel free to contact me at rebecca.conner@amtrak.com or at (202) 906-3215. For further assistance and to discuss any aspect of your request you may also contact our FOIA Public Liaison at FoiaPublicLiaison@amtrak.com. Additionally, you may contact the Office of Government Information (OGIS), National Archives and Records Administration, Room 2510, 8601 Adelphi Road, College Park, MD 20740-6001, e-mail at ogis@nara.gov, telephone at 202-741-5770; toll free at 1-877-684-6448; or fax 202-741-5769.

Sincerely,

Rebecca Conner
Manager, Records and Information Management

Amtrak Engineering Project Management Manual



March 2016

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This manual details how projects are initiated and completed at Amtrak engineering, with specific emphasis on the role and duties of the Project Manager to ensure that projects are managed safely, efficiently, cost-effectively, and uniformly. Some key concepts in this manual that are new to the Amtrak engineering project process include:

- Project Manager will manage the project from design, procurement and construction phase.
- All projects are the direct product of a strategy for continuing development of infrastructure and capability at Amtrak, and specific funding/grant sources are defined for each project before it is initiated.
- Projects initiated are a result of strategic planning both internal and external to Engineering. The PMO ensures that the portfolio of Engineering projects is aligned with strategic planning.
- All projects have a Project Sponsor and Project Manager who own the project from initiation through close-out.
- All projects are approved for initiation and will be actively monitored by the Program Management Office, who will team with the Project Manager to provide timely project performance information to the Project Executive Group.

This manual should be studied and consistently used as a resource and guide by all persons who are directly or indirectly involved in any of the various phases of Amtrak engineering projects. Although the primary focus is the Project Manager and the various functions that individual must routinely complete to safely navigate a project from its beginning to completion, there are many groups within Amtrak (Grants, Planning, Environmental, Finance, Procurement, Government Affairs) that either support the Project Manager's activities, directly partner with the Project Manager or other project team members on project-related work or rely on information generated by the project management effort. It is vital that these persons understand how projects are managed, what their role is required to be and how all key functions within the project management process are to be completed. There is no room for non-compliance. The processes in this manual are not discretionary or negotiable. The degree to which specific processes are applied to individual projects is decided through a formal tailoring process and approved.

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Acknowledgments

The Project Management Manual was developed by the Engineering Project Management Office at Amtrak under the leadership of Rodrigo Bitar, Chief Engineer. Specialized input was provided by Rory Beelek, Cynthia Brey, Craig Caldwell, Johnette Davies, Bruce Looloian, Bernard Reynolds, Michael Stern and Cheryl Stultz in the areas of grants, facilities, environmental compliance, historic specialist, real estate, procurement and legal. Assistance in reviewing, editing, formatting and creative services for the document was provided by Tracey Banks, Raven Padgett, Lisa Pulaski, Mark Schwartz and Marlon Sharpe.

The Engineering Workgroup was developed by the Engineering Department to specify the content of the manual and oversee its development, while providing guidance and comments on deliverables. Members of the Workgroup include the following:

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In addition to the members of the Workgroup, we acknowledge Engineering staff from their respective departments for providing additional in-depth guidance in the development of this manual, as well as comments on deliverables.

Revision History

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An important goal of the Engineering Department at Amtrak is the successful completion of projects on time, on budget and consistent with project objectives. As the Project Manager, you are key to a project's success.

To assist you in carrying out your responsibilities and to help you in your professional development as a Project Manager, Amtrak's Engineering Department has prepared this manual to help you successfully manage capital improvements, capital maintenance, production and third-party projects. While Engineering projects vary in size, scope, cost, schedule and type, they generally have comparable activities, information and documentation requirements that help ensure a quality project when handled in a consistent manner.

The purpose of the Engineering's *Project and Program Procedures* is to provide a concise, easy-to-understand summary of the Engineering project management process and practices for capital improvements, capital maintenance, production and third-party projects and includes the progression of activities and the interaction with other departments and divisions. It includes lists that will help take you through the tasks involved in design and construction. By following the steps outlined, you will be better equipped to guide a project to its successful completion.

The design review procedure included in this manual is the procedure followed by the Engineering Department. Project Managers in other organizations may follow the procedures of their respective Departments, which may be similar.

Although this manual charts your course, it is only a framework. Every project has its unique challenges that require leadership and initiative. As the Project Manager, you are on the front line, working for open communication and cooperation within the entire Amtrak team and are prepared to meet problems head on when the need arises.

**Service Standards
for
Train Service &
On-Board Service
Employees**

Effective 12:01am, October 30, 2016

Manual No. 9.2
Operations – Service Delivery



02-4423

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<PROJECT NAME>

AMTRAK ENGINEERING

SYSTEM REQUIREMENTS

Revision *<1.0>*

<mm/dd/yyyy>

Note to the Author

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The Amtrak Engineering Department Project Management Office (PMO) Project Management Manual (PMM) and associated Procedures provide full information regarding project management policies and processes. They must be reviewed as a Scope Management Plan is being developed to ensure all appropriate content is included.

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