



January 8, 2018

Secretary Roger Millar
Washington Department of Transportation
310 Maple Park Ave SE
P.O. Box 47300
Olympia, WA 98504-7300

Director Matthew Garrett
Oregon Department of Transportation
3355 Capitol Street NE
Salem, OR 97301-3871


Secretary Millar and Director Garrett:

Thank you for meeting with the Amtrak team on Friday, 5 January 2018 to discuss our actions following the tragic incident on 18 December 2017 involving Amtrak Cascades Train #501. We are deeply sorry for the injuries, loss of life, and damage to property and equipment caused by this incident. As we discussed, Amtrak's highest priority is ensuring the safety of our passengers, our crew, and the communities we serve. We are committed to shouldering our responsibilities to our passengers, their families, the States of Washington and Oregon, Sound Transit and the local communities stemming from this incident. This includes immediate steps by Amtrak to provide equipment to maintain Amtrak Cascades service levels; obtaining prompt payment of the insurance proceeds to cover losses; and, as I committed to you, our assumption of the responsibility for payment of the deductible associated with your equipment for this incident.

While the National Transportation Safety Board (NTSB) regulations prohibit discussion of the specifics of the Train #501 incident and ongoing investigation, I would like to detail both the actions we have taken and the mid- and long-term initiatives underway to ensure the safety of our operations in the Amtrak Cascade Corridor and across our network:

Immediate Actions

- Instituted mandatory Safety Contact and Safety Stand-Down sessions involving front line employees in the operating departments locally and nation-wide with supervisors to discuss the incident and reinforce proper safety practices and vigilance.



- Increased the presence of managers and supervisors at pre-trip train crew briefings across the system to ensure the quality of briefings and to highlight safety awareness and rules compliance, particularly regarding speed restrictions on each route.
- Hired a new Executive Vice President and Chief Safety Officer, reporting directly to me, to consolidate and standardize safety processes, compliance and oversight and lead the development of a new Safety Management System (SMS).
- Established a new centralized safety oversight process for new routes or route changes to ensure safe and efficient implementation through proper training, testing, and procedures.
- Reviewed General Orders and new route Bulletin Orders to ensure compliance with requirements pertaining to conductor notification of significant speed restrictions.
- Launched a Root Cause and Corrective Action process related to over-speed conditions.

Mid-Term Actions

- Achieve operation of the Electronic Train Management System (I-ETMS) Positive Train Control system across the entire Amtrak Cascades route as soon as possible:
 - **Onboard Locomotive System -**
 - 51% of Amtrak’s nationwide diesel locomotive fleet has been equipped with PTC equipment and of these units, 151 have been fully commissioned and are ready to operate. All units will be ready by September, 2018 and Amtrak will provide PTC-ready locomotives for use in the Amtrak Cascades service concurrent with system operability, as needed.
 - Complete I-ETMS installation and activation for the Washington State-owned Siemens Charger locomotives used in the Amtrak Cascades service during the 3rd Quarter of 2018. This effort requires close coordination between several State owners of these locomotives, Siemens, Amtrak and several hardware and software suppliers. Additionally, one unit must be tested to establish “class certification” with the Federal Railroad Administration (FRA) prior to PTC operations.
 - **Trackside System –**
 - The host railroads for the Amtrak Cascades Service - BNSF, Union Pacific, Sound Transit – are in the process of completing and testing trackside systems on all subdivisions in Washington and Oregon used by Amtrak for the Amtrak Cascades. They anticipate completing this work by the 3rd Quarter of 2018.



- **Back Office Servers (BOS) -**
 - Amtrak's BOS, which provides the essential part of the communications link between locomotives, cab cars, and the infrastructure, must be "federated" with each individual Host Railroad's BOS for compatible operations. This takes several weeks per railroad and communication links must be tested prior to operation with each host railroad. Amtrak currently plans to "federate" with the relevant host railroads' BOS in the 1st Quarter of 2018.
- **Testing and Rollout –**
 - After all hardware and software elements are installed, BOS communications testing will progress in the 2nd and 3rd Quarters of 2018 and the system will then be operational.
- As was discussed during our meeting on 5 January 2018, given the urgency of the need to implement PTC on this corridor, Amtrak is taking the lead in promptly organizing a meeting of the key PTC decision-makers of all organizations (Amtrak, Sound Transit, Host Railroads, Washington DOT, Oregon DOT, Siemens, Rockwell Collins, Wabtec and others) necessary for the successful implementation of PTC. We must promptly confirm the path forward to meet the PTC timelines described above.
- Requalify all train Amtrak Cascades operating crews for operations over the Point Defiance Bypass in accordance with new standard protocols prior to restarting service.

Long-Term Actions

- Develop and institute a comprehensive new Safety Management System process to improve safety based on best practices within the US commercial aviation industry and in compliance with the FRA's 49 CFR Part 270, System Safety Program regulations. The new Amtrak SMS will revitalize Amtrak safety programs with management and employee accountability for safety risk management and the implementation of process controls throughout the operation.



Taken together, we are confident that these actions will enhance the safety of our operations and will lead us to achieve class-leading safety performance over the next several years. We value and appreciate the strong cooperation and partnership that Amtrak has with both states for the operation of the Amtrak Cascades services and are committed to continuing to earn your confidence and support.

Again, we are profoundly sorry for this tragic incident and as I promised both of you, we will do everything we can to help with the recovery of this important service and help strengthen ridership and customer service. Having been at the accident site and witnessed the tremendous response of first responders from the City of DuPont, Pierce County, Washington State Police, Washington DOT, Joint Base Lewis McCord and the nearby communities, I want to express our gratitude for their professionalism and hard work. I look forward to meeting with you both regularly on our continued partnership on the Amtrak Cascades.

Sincerely,

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

Richard Anderson
President and CEO