AMTRAK

# *Amtrak Five Year*
# Service Line Plans

**Base (FY 2019) + Five Year Strategic Plan (FY 2020–2024)**


*Amtrak.com*

**National Railroad Passenger Corporation**
1 Massachusetts Avenue NW
Washington, DC 20001

*Amtrak.com*

*Amtrak Five Year*

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DOOR OPERATING INSTRUCTIONS
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# Introduction

## Overview

Amtrak is the nation's federally-chartered intercity passenger rail operator and infrastructure provider. With safety as the highest priority, we aim to provide efficient and effective transportation consisting of friendly, high-quality service that is trip-time competitive with other intercity travel options.

Reliable, frequent intercity passenger rail service that connects communities across the United States is an essential and growing part of our nation's multimodal transportation system. In key markets with substantial service levels, such as the Northeast Corridor, California, the Pacific Northwest and the Midwest, Amtrak enhances business productivity and supports long-term economic growth and U.S. global competitiveness. Elsewhere across our network, our long-distance and state-supported routes connect hundreds of smaller communities with major metropolitan areas and provide a scenic and unique American journey for leisure travelers from around the nation and the globe.

These five year service and asset line plans provide an important summary of the strategies, opportunities and needs facing the company's five service and asset lines and fulfill the statutory requirements set forth in section 11203 of the Fixing America's Surface Transportation (FAST) Act. Under these requirements, Amtrak must develop five-year plans for each service line—Northeast Corridor; State Supported; Long Distance; and Infrastructure Access and Ancillary—in addition to five-year plans for the asset categories that provide the resources required for the service lines to generate revenue. These categories are: Transportation; Equipment; Infrastructure; Stations; and National Assets and Corporate Services.

These plans, updated annually, inform our General and Legislative Annual Report, required by 49 U.S.C. § 24315(b), which serves as our budget request and justification to Congress. The plans represent the current view of our business and services over the next five years, assuming the current policies and funding levels established under the FAST Act continue into the future beyond the expiration of this authorization in Fiscal Year (FY) 2020. In response to this pending expiration, Amtrak plans to submit a comprehensive reauthorization proposal with updated policy and funding recommendations for Congressional consideration later in 2019.

In this overview, we highlight our recent accomplishments in FY 2018, our strategic Blueprint, which lays out our vision and strategy for the upcoming five years, and our FY 2019 Annual Operating Plan, which describe the key initiatives, outcomes, goals and metrics that are the focus of our efforts in the current Fiscal Year.

## *Amtrak's Business*

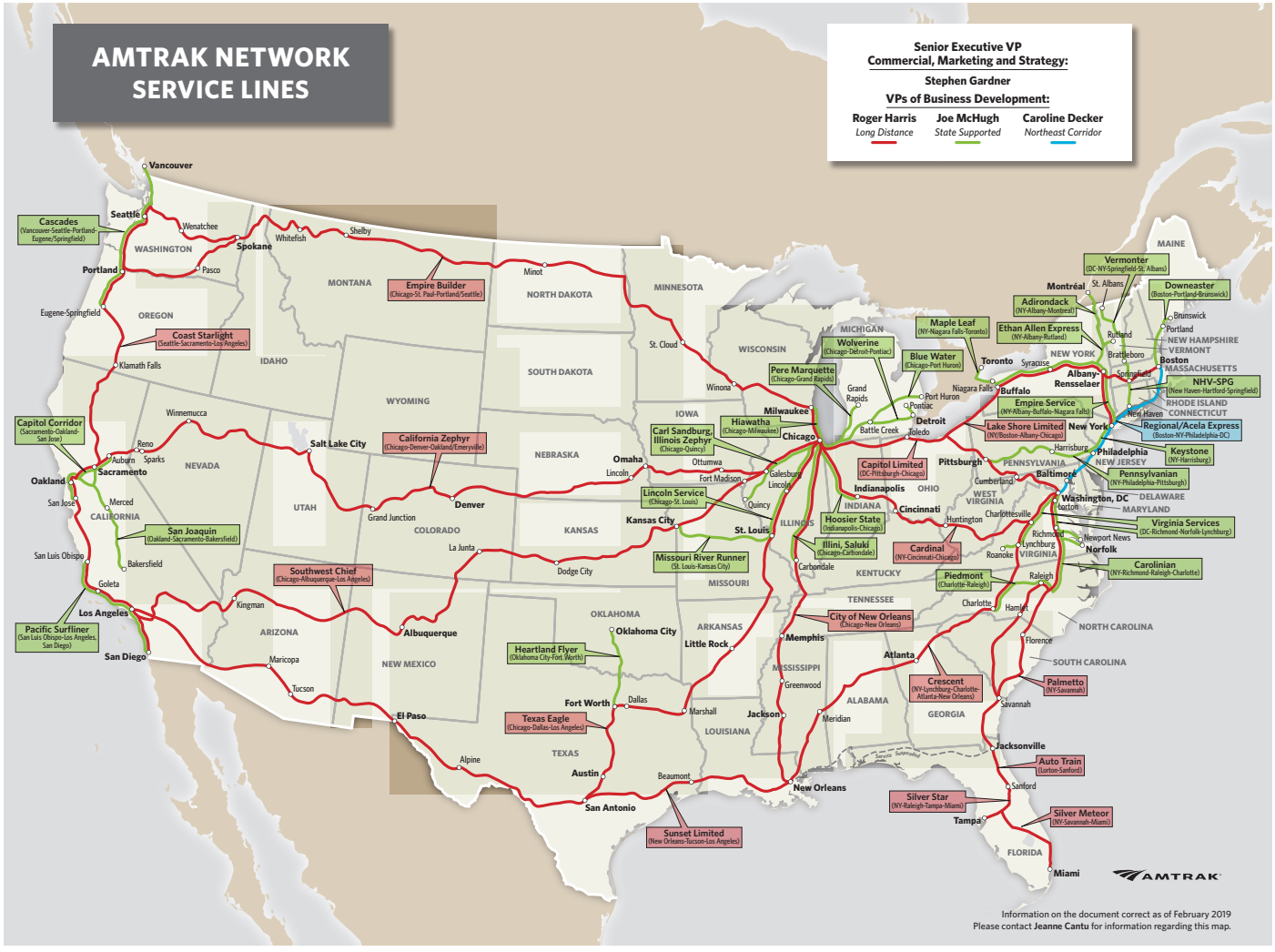
Amtrak connects over 500 communities across 46 states and three Canadian provinces, seeking to create economic and social value through safe and efficient mobility. Our goals are to double Amtrak ridership by 2040 by becoming the preferred mode of intercity travel within the corridors connecting America's major metropolitan areas and support the growth of multimodal travel choices by providing infrastructure, services and capabilities to passenger railroads nationwide. We will deliver industry-leading safety and operational performance and consistent and courteous customer service.

The company can achieve this by running our business efficiently, providing a desirable customer experience and investing in the infrastructure, rolling stock, stations, facilities and technology that support our services.

Our core business is providing intercity passenger train services through our three operating service lines:

**Northeast Corridor,** which operates Amtrak's high-speed *Acela Express* and *Northeast Regional* trains between Boston and Washington; **State Supported,** which provides service on corridor routes of not more than 750 miles through cost-sharing agreements with State Partners; and **Long Distance,** which includes all routes over 750 miles nationwide, which is funded by the federal government.

We also provide commuter and freight railroads access to key infrastructure we own or control, such as right-of-way, stations and facilities. Additionally, we conduct ancillary activities such as real estate and commercial development and serve as a contract operator for commuter train services to generate new net revenue or, in some cases, to offset fixed costs. We also perform reimbursable work for third parties such as other railroads, local and state governments and others who require our unique expertise or where we have a legal obligation.



COMPETITIVE ANALYSIS

| Private Vehicle | Airplane | Intercity Bus |
|---|---|---|
| **+ PROS** | | |
| • Transports passengers from origin to destination with flexibility in selecting routes and making stops.<br>• Travelers can select their own departure time.<br>• More affordable for small group travel.<br>• Ample baggage capacity.<br>• Trip times may be similar or better than trains for many city pairs outside the Northeast Corridor.<br>• Travelers can have a form of local transportation at their destination. | • Short flight times, particularly for passengers traveling longer distances.<br>• Competitive pricing for travel booked in advance.<br>• Limited opportunity for productive work during trip.<br>• More frequencies in key markets.<br>• Higher schedule reliability in many markets.<br>• Competitive options in many markets. | • Attractive option for travelers focused on low-cost method of transportation between major cities.<br>• Opportunity for productive work during trip.<br>• Direct service to suburban markets.<br>• Ample capacity for baggage.<br>• Some routes offered multiple times daily. |
| **- CONS** | | |
| • Need to drive vehicle on often congested highways and park at destination, often at significant additional cost.<br>• Traffic delays.<br>• No opportunity for productive work during trip.<br>• Need for travel breaks and overnight accommodations on longer trips. | • Narrow seats and less onboard mobility.<br>• Travel time to and from airports, which are generally located further from center city destinations.<br>• Airport screening and waiting times.<br>• Less opportunity for productive work during trip.<br>• A less social and engaging travel experience.<br>• Fewer onboard amenities. | • Frequent delays due to highway/ urban traffic congestion.<br>• Longer trip times in some short and medium city pairs.<br>• Narrow seats and limited personal space and restroom facilities.<br>• Few amenities and no food service.<br>• Limited or no service outside of major cities.<br>• A less social and engaging travel experience.<br>• Bus stations and cubside locations can be unappealing. |

## *Account Structure Framework*

Amtrak's five-year plans stem from and support the account structure and improvements to accounting methods required by FAST Act Section 11201, codified at 49 U.S.C. § 24317, to promote efficient use and stewardship of Amtrak funds and enhance transparency.

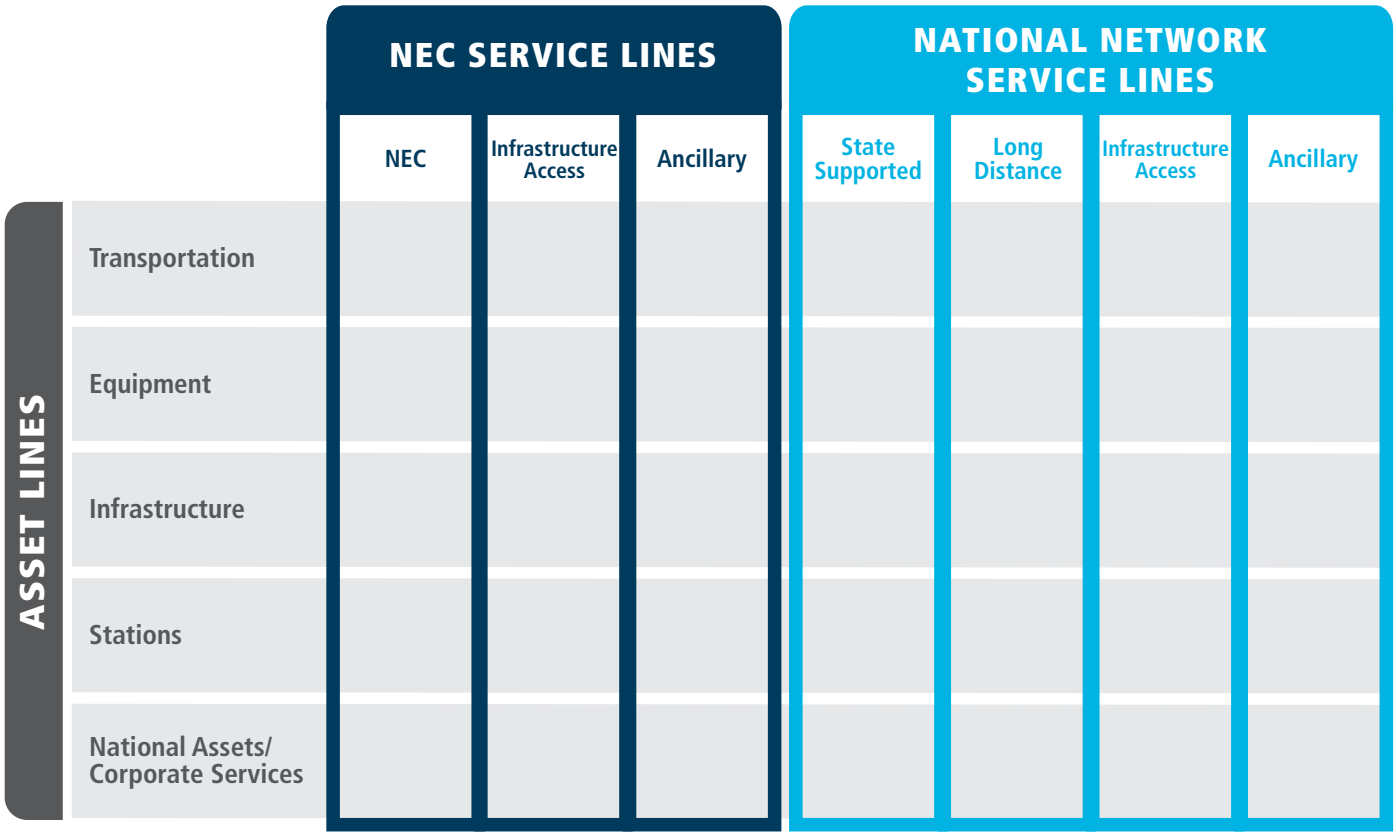
The account structure is designed around the service lines which each have distinct missions, customers and revenue profiles. Service lines are supported by asset lines that provide the resources to the service lines necessary to produce revenue.

The FAST Act authorizes a grant to the Northeast Corridor (NEC), defined as the main line between Washington and Boston, and a National Network grant for state-supported and long-distance routes which support various operating and capital expenses.

The segregation of this funding and the revenues from each service line ensures that:

- the financial and planning elements of both networks can be clearly understood;
- net NEC revenues are retained for reinvestment in the NEC network; and
- National Network needs are not overshadowed by the NEC's large capital requirements.

**AMTRAK'S SERVICE & ASSET LINES**



## *FY 2018 Results and Accomplishments*

Continuing financial improvements in recent years, Amtrak again posted record revenue and earnings while retaining record ridership levels. Strong management and improved product delivery and customer service led the company to its best operating performance in company history, despite challenges during the year including two significant accidents, several service disruptions and major weather events that took place during the year.

*Northeast Regional* and State Supported lines saw growth in ridership, while Long Distance service was down 3.9 percent due to the hundreds of trains truncated or canceled due to weather events, infrastructure outages and planned repairs, and poor on-time performance across portions of the host railroad network used by Amtrak trains.

Amtrak also invested more than $1.46 billion in capital assets, including state-of-good-repair work on the Northeast Corridor, equipment refreshes, station upgrades, technology improvements and other customer-friendly benefits that support the long-term future and growth of intercity passenger rail.

In response to two significant derailments early in FY 2018, Amtrak began implementation of a **Safety Management System (SMS),** a proactive, data-driven safety program used in many complex industries. We are the first major U.S. railroad to deploy SMS and have already seen improvements in a broad range of train safety metrics. We also implemented **Positive Train Control (PTC)** on more than 13,000 miles of the Amtrak network. Amtrak plans to be operating under PTC across nearly all tracks we control and across a significant portion of the host railroad network.

**($171M)**

**ADJUSTED OPERATING EARNINGS**

*Best Amtrak operating performance to date, improved 13.3% over FY 2017*

**$3.39B**

**TOTAL REVENUE (GAAP)**

*Increased 2.2% over FY 2017*

**$1.46B**

**CAPITAL INVESTMENT**

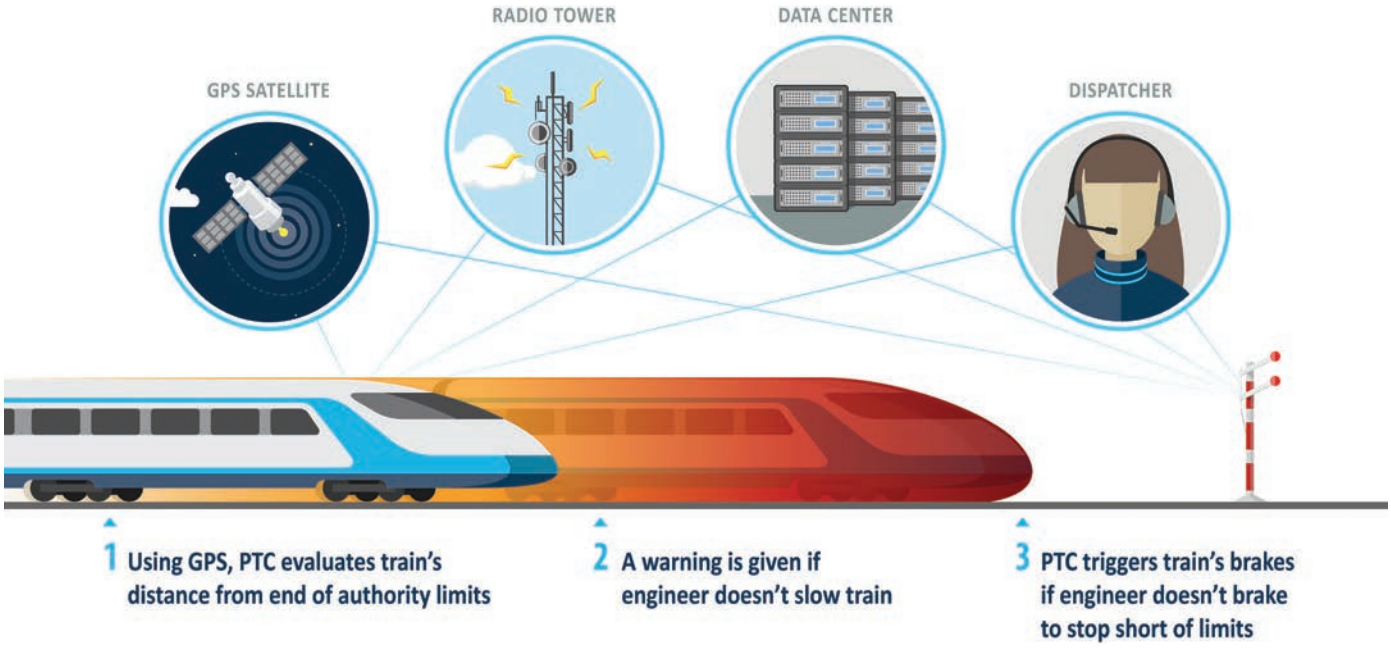
*Highest level in recent Amtrak history*

**31.7M**

**RIDERSHIP**

*Steady year-over-year, with growth offset by reductions due to service disruptions*

**HOW POSITIVE TRAIN CONTROL WORKS**



## CUSTOMER-FACING ENHANCEMENTS INCLUDE

Complimentary and Improved Wi-Fi Service

ADA-Related Design and Construction Improvements

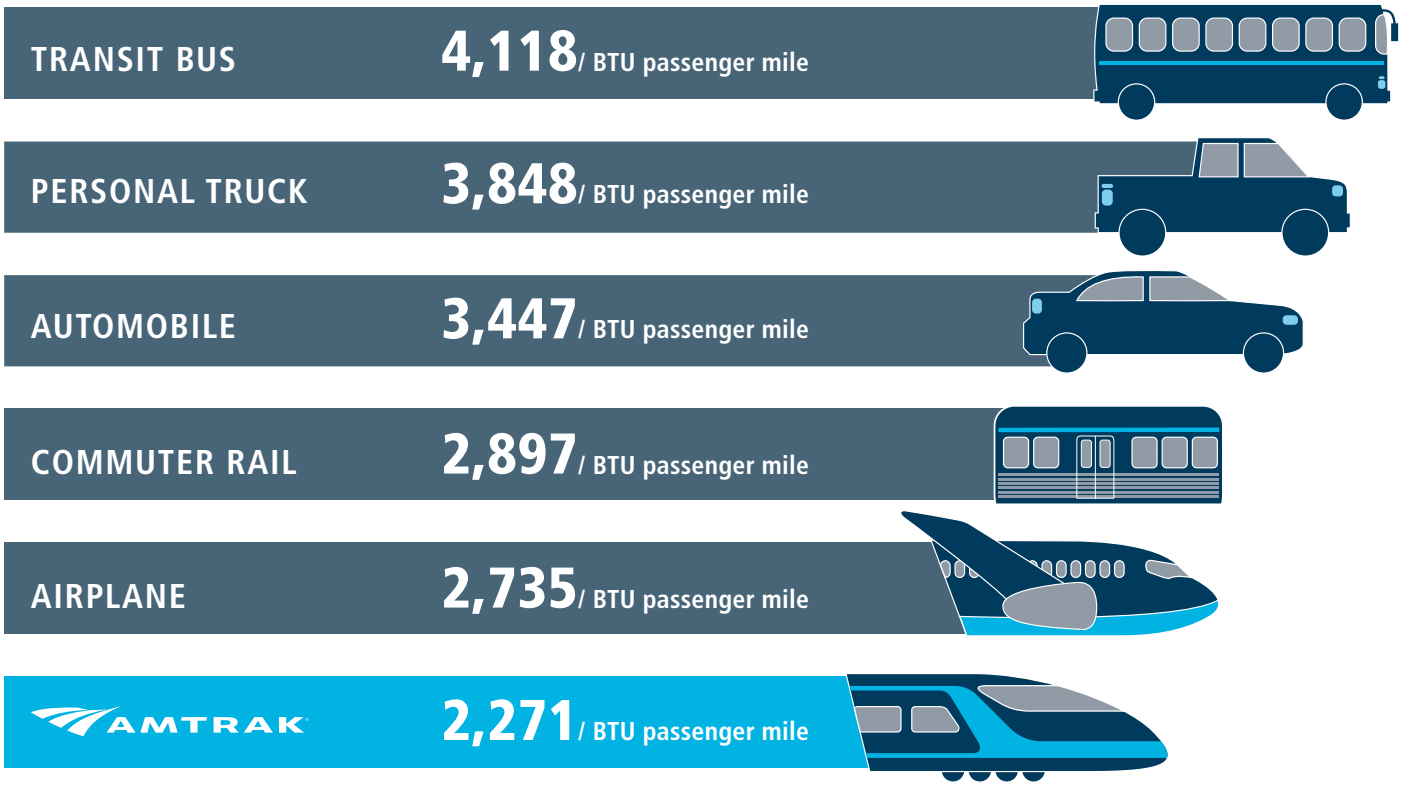
Lactation Suites Added at Several Major Stations

## *Additional Amtrak FY 2018 Highlights*

- Invested in **customer-facing enhancements,** including a refresh of the Amfleet I coach equipment used on our *Northeast Regional* and several State Supported trains and our *Acela Express* interiors, as well as improved **Wi-Fi** service.
- Manufacturing began for the **new *Acela Express* fleet,** which will increase capacity and redefine the customer experience on Amtrak's premium NEC service.
- Started en route train cleaning program on the NEC.
- Issued a Request for Proposal for **new or rebuilt locomotives** to supplement and replace our aging National Network diesel locomotive fleet, and a Request for Information for passenger vehicles to replace our Amfleet I equipment used on *Northeast Regional* trains and several State Supported services.
- Modernized and improved the **passenger areas of stations,** including new restrooms in New York, and added lactation suites at several major stations.
- Invested more than $51 million on **ADA-related design and construction** improvement projects at more than 100 locations nationwide.
- In coordination with our **Gateway Program** partners, advanced critical elements of the **Hudson Tunnel Project** including preliminary engineering and environmental review; began early construction on **Portal North Bridge;** and are working with the Federal Transit Administration on financial plans as part of grant applications to fund major construction on both projects.
- Improved reliability and performance of our infrastructure in New York City by completing our FY 2018 **Penn Station renewal** work on time and budget and completing an overhaul of the **Spuyten Duyvil Bridge.**
- Made investments to **double our infrastructure maintenance capacity** by committing $370 million on new maintenance-of-way equipment for improving the NEC.
- Together with the Virginia Department of Rail and Public Transportation, launched **new service to Roanoke,** serving more than 54,000 customers in the first year.
- In partnership with North Carolina, added **a third frequency to the daily *Piedmont* service between Raleigh and Charlotte,** serving more than 13,000 customers in the first four months of service.
- With the Connecticut Department of Transportation, launched additional Amtrak service on the **Springfield Line** and assisted the state in implementation of *CTrail* Hartford Line Service, which carried a combined total of more than 21,000 customers over *CTrail's* opening weekend and more than 10,000 customers during the first full week of operation.
- Added **Thruway bus service** for customers to connect to the *Empire Service, Lake Shore Limited,* and *Maple Leaf* trains at Amtrak stations in Rochester, Syracuse and Utica, New York, and at Harrisburg, Pennsylvania for connections to State College, Lewisburg and Williamsport, Pennsylvania, as well as several other locations.
- Offered real-time and frequent information via social media **@AmtrakAlerts** and **@AmtrakNECAlerts.**
- Implemented new contemporary food service on the *Capitol Limited* and *Lake Shore Limited,* and introduced new menus on the *Northeast Regional.*
- Reached new seven-year **labor contracts** with all unions providing reasonable wage increases for employees and medical plan cost control.

## *Environmental Impacts and Climate Change Adaptation*

Compared to other modes of transportation, passenger rail offers energy efficiency benefits, greater support to local and regional economic development, lower greenhouse gas emissions, quick access to city centers and in some cases travel time savings.




According to the 2016 U.S. Department of Energy Data Book, **Amtrak is 33 percent more efficient than traveling by car** and 12 percent more efficient than domestic airline travel on a per-passenger-mile basis.

In addition to rail travel offering lower emissions per passenger mile, Amtrak has been reducing fuel and energy usage year-over-year with several initiatives including energy efficiency upgrades, improved train handling, and more energy efficient locomotives. Since 2010, we have avoided more than 180,000 metric tons of carbon dioxide equivalent—comparable to nearly 40,000 passenger vehicles driven for one year.

Understanding current and potential threats of climate change across our system is critical to the company's long-term stability. Amtrak established a multi-disciplinary Climate Change Subcommittee in 2014 to explore these risks and respond with recommendations. Most of Amtrak's climate vulnerabilities are related to storm surges, heavy precipitation and sea level rise. To further assess these vulnerabilities, the company has developed geospatial information system maps that indicate storm surge and sea level rise in multiple scenarios along Amtrak's NEC.

Company efforts include:

- Reviewing and adapting engineering design standards to incorporate resiliency and long-term sustainability.
- Identifying and evaluating adaptation measures for greater infrastructure and operational protection.
- Incorporating weather-related vulnerability information into the enterprise asset management system.

# 5-Year Blueprint

Amtrak's Board of Directors adopted our first 5-Year Blueprint that describes Amtrak's corporate strategy, which it will reaffirm annually. Our first Amtrak Blueprint outlines our vision, our mission, our core values, the capabilities and management systems we are going to implement to achieve our vision over the next five years, and the core strategies we will use to deliver results. These service and asset line plans describe our high-level efforts to carry out the Blueprint and establish the basic metrics and outcomes we track to monitor our performance.

## VISION

### *What are our winning aspirations?*

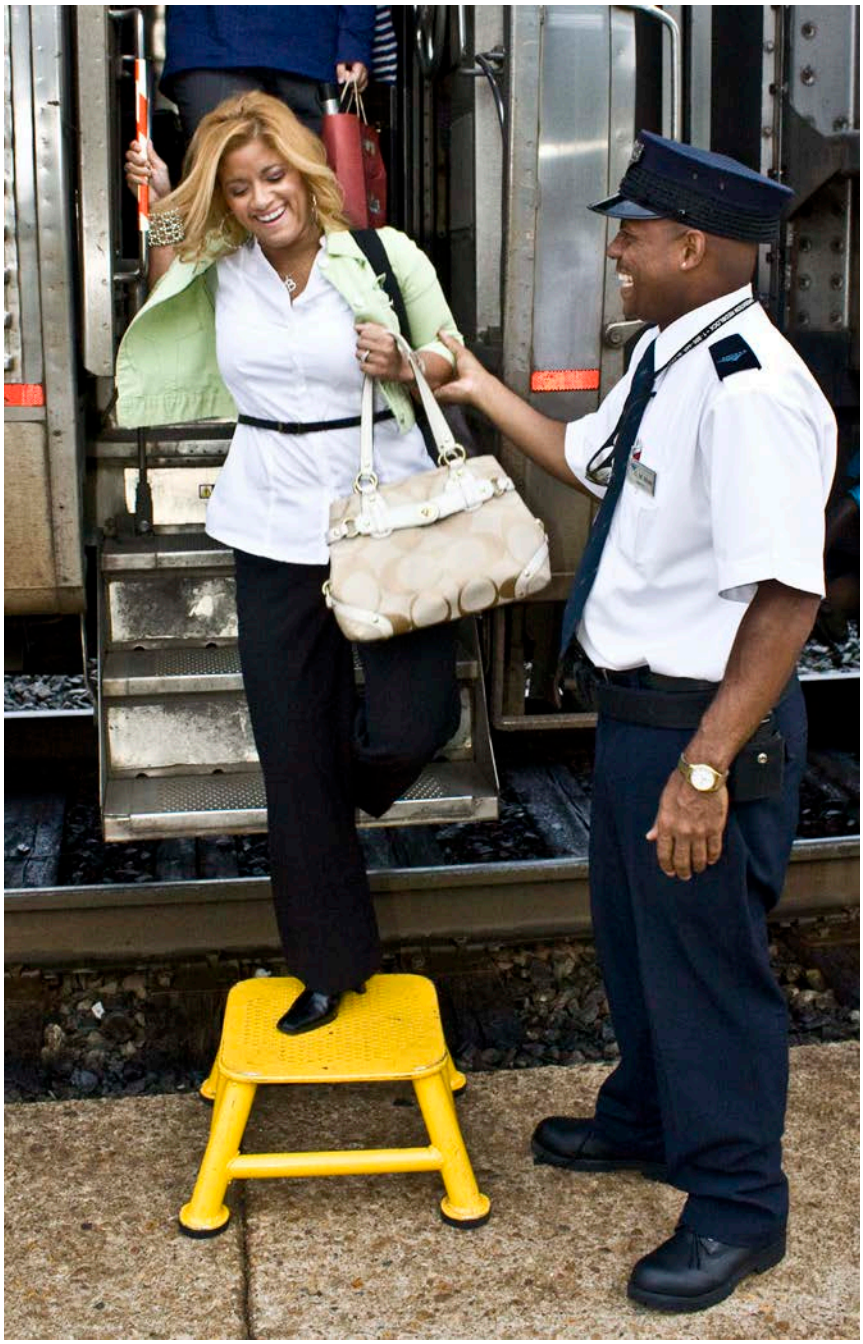
We will double Amtrak ridership by 2040 by becoming the preferred mode of intercity travel within the corridors connecting America's major metropolitan areas and support the growth of multimodal travel choices by providing infrastructure, services and capabilities to passenger railroads nationwide.

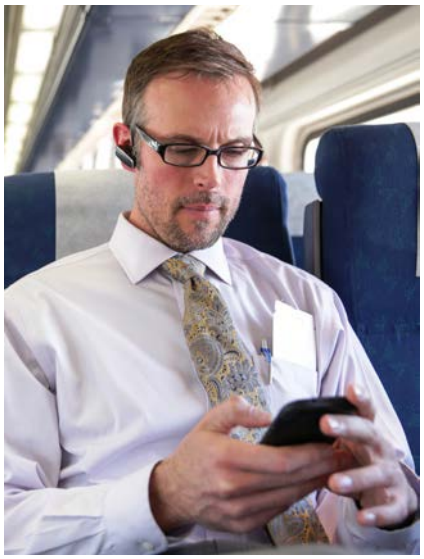
*We will deliver industry-leading safety and operational performance and consistent and courteous customer service.*

## MISSION

### *Who are we, how do we work toward our vision; and what makes us unique?*

Amtrak is the nation's intercity passenger rail operator and infrastructure provider. We provide safe, efficient and effective intercity passenger rail mobility consisting of friendly high-quality service that is trip-time competitive with other intercity travel options.



## CORE VALUES

### *What are the guiding principles that shape our work and how we operate?*

- Lead the industry in safety, error-free operations and security centered on a Just Culture[1].
- Relentlessly committed to customer service.
- Act as a responsible, effective steward of taxpayer investments.
- Foster open and honest communication that embraces and encourages change, innovation and employee involvement in a meritocracy.
- Treat one another respectfully and recognize colleagues' contributions.
- Operate with superior environmental performance and incorporate sustainability into decisions and practices.

## CAPABILITIES

### *What needs to be in place for our success?*

- Well-trained and empowered front-line employees with the trust and authority to address the needs of our customers quickly and generously.
- A strong safety program that delivers continual improvement.
- A modern fleet that is efficient, comfortable and environmentally-sound.
- Infrastructure and facility conditions that are in a state of good repair to support Amtrak and partner service expectations.
- A recognizable, respected and consistent national brand.

## MANAGEMENT SYSTEMS

### *What must be instituted for us to achieve our vision?*

- A constant use of data and metrics to manage and improve the business.
- Efficient and safe business operations and project execution that is on-time, on-budget, and meets specifications.
- Consistent customer service standards and training.
- Cutting-edge mobile technology for customers and front-line employees.
- Technological innovations that enhance safety and improve operations and service, while reducing costs.

1. A Just Culture focuses on making the distinction among honest mistakes associated with human error, behaviors that put us at risk for an incident, and reckless behavior that reflects an intentional disregard for safety.

# Our Core Strategies

## Running a Great Railroad

We must deliver industry-leading safety, operational and project delivery performance by:

- Maintaining a strong safety program and Safety Management System.
- Having no train accidents and reducing passenger and employee injuries.
- Operating a 100% Positive Train Control (PTC) or PTC-equivalent network.
- Providing customers with a safe, modern, reliable and well-maintained fleet.
- Serving markets with on-time service that is trip-time competitive with car, bus and air travel.
- Producing Initial Terminal Performance over 95%.
- Meeting On-Time Performance (OTP) targets: 85% on the Northeast Corridor; 82% on State Supported routes; 50% on Long Distance routes.
- Maximizing customer use of Amtrak's website, mobile and other direct channels.

## Growing the Network

We must create and grow a comprehensive intercity passenger rail network for the nation that is structurally sustainable, drives superior customer loyalty and generates positive cash from operations on a net basis by:

- Maximizing the number of passenger trips per public dollar invested.
- Growing services nationwide in corridors of approximately 400 miles or less that connect major metropolitan markets by offering convenient schedules, attractive amenities and competitive trip times that are preferable to highway and air alternatives.
- Connecting the nation's major regions with efficient overnight services that offer a unique travel experience and continue to serve our current communities with appropriate services and frequencies.
- Expanding State Supported, commuter, and intermodal partnerships and strategic alliances that increase our network utility.
- Growing our Northeast Corridor services through strong OTP, increased capacity and service in new markets.
- Improving frequencies and schedules to match customer demand.

## Winning Together

We can sustain a competitive advantage by building an employee-friendly company that is diverse, collaborative, accountable and results-oriented. Our railroad is made up of valued and dedicated **PEOPLE**, and we can only win by working as **PARTNERS**.

- Develop leaders who drive performance and accountability while fostering a positive, flexible and open work environment that encourages change, innovation and employee growth.
- Grow a Just Culture built on honesty, forthrightness, accountability and accommodation, and personal initiative and common cause for continuous improvement in our safe and customer-focused delivery of transportation services and all other aspects of our business and operations.
- Increase productivity and efficiency while building cooperation and partnership with our employees and their affinity organizations.
- Recruit and retain a customer-focused, high-performance workforce reflective of the nation's diversity.
- Use a performance-based incentive compensation system that is tied to specific and quantifiable goals.
- Solicit regular feedback from our employees to make improvements to the company.
- Set our collective bargaining agreements promptly and fairly to provide good, competitively compensated professional careers for our employees.

## Earning Customer Preference

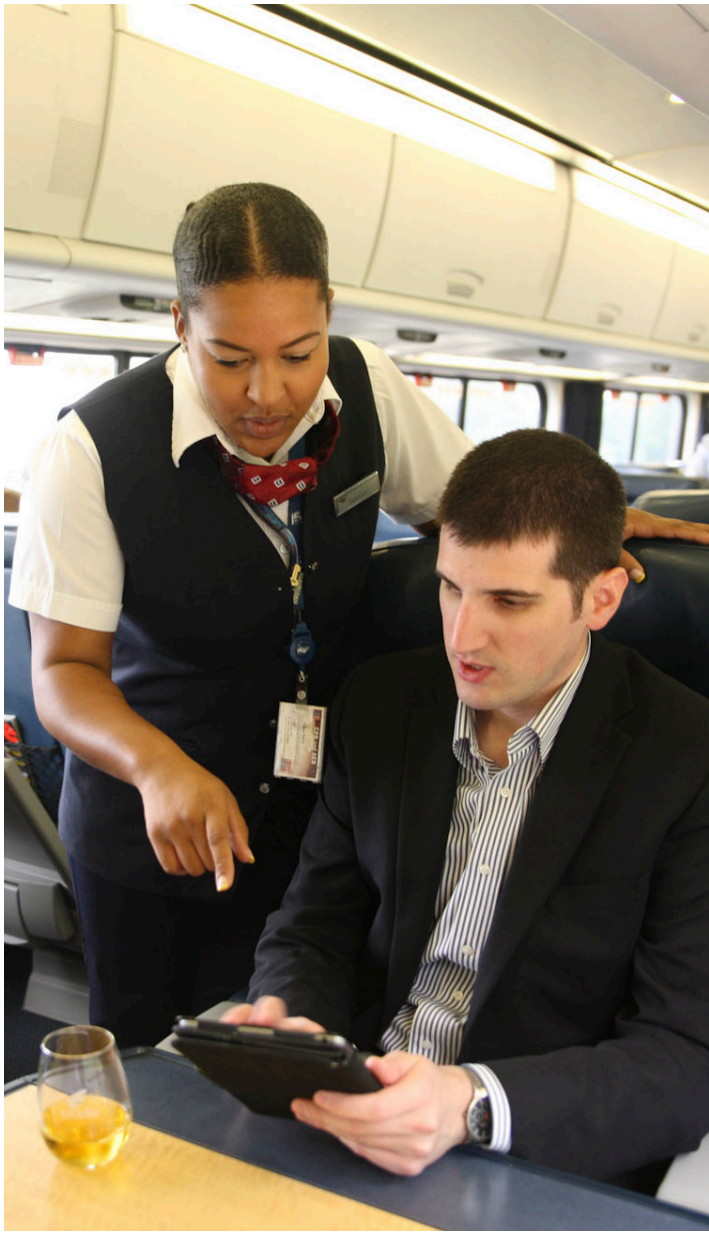
We must deliver a superior product characterized by safe, on-time operations, and modern, clean trains and stations by doing the following:

- Offering friendly, courteous, and consistent customer service that goes the extra mile, especially when things do not go right for our customers.
- Providing the best Wi-Fi connectivity in the intercity travel market.
- Operating modern, comfortable and well-maintained train car interiors with clean lavatories.
- Offering contemporary amenities, food and beverage choices on board and in stations.
- Operating bright, clean and easy-to-navigate stations with good intermodal connections.
- Using cutting-edge customer technology that provides complete capability to manage all Amtrak retail transactions with customers, ranging from buying tickets and meals to processing refunds and providing real-time train status.
- Creating clearly differentiated passenger experiences for premium customers.

## Financial Stewardship and Sustainability

We achieve consistent, positive adjusted operating earnings while being responsible stewards of public funds. This means:

- Generating positive operating results over FY 2021.
- Exercising vigilant cost controls to drive productivity gains above inflation at 3% or better growth annually.
- Maximizing revenue and ridership by producing growth of 3% per year.
- Creating a sustainable National Network with lower losses and greater utility.
- Maximizing non-transportation revenue opportunities.
- Reducing energy and water costs, increasing fleet and facility efficiency, and promoting corporate sustainability goals across all activities and departments.



*Amtrak's success depends on ever-improving safety performance, committed and well-trained employees, excellent operating capabilities, sound planning, and modern, efficient and reliable equipment and infrastructure.*

# FY 2019 Annual Operating Plan

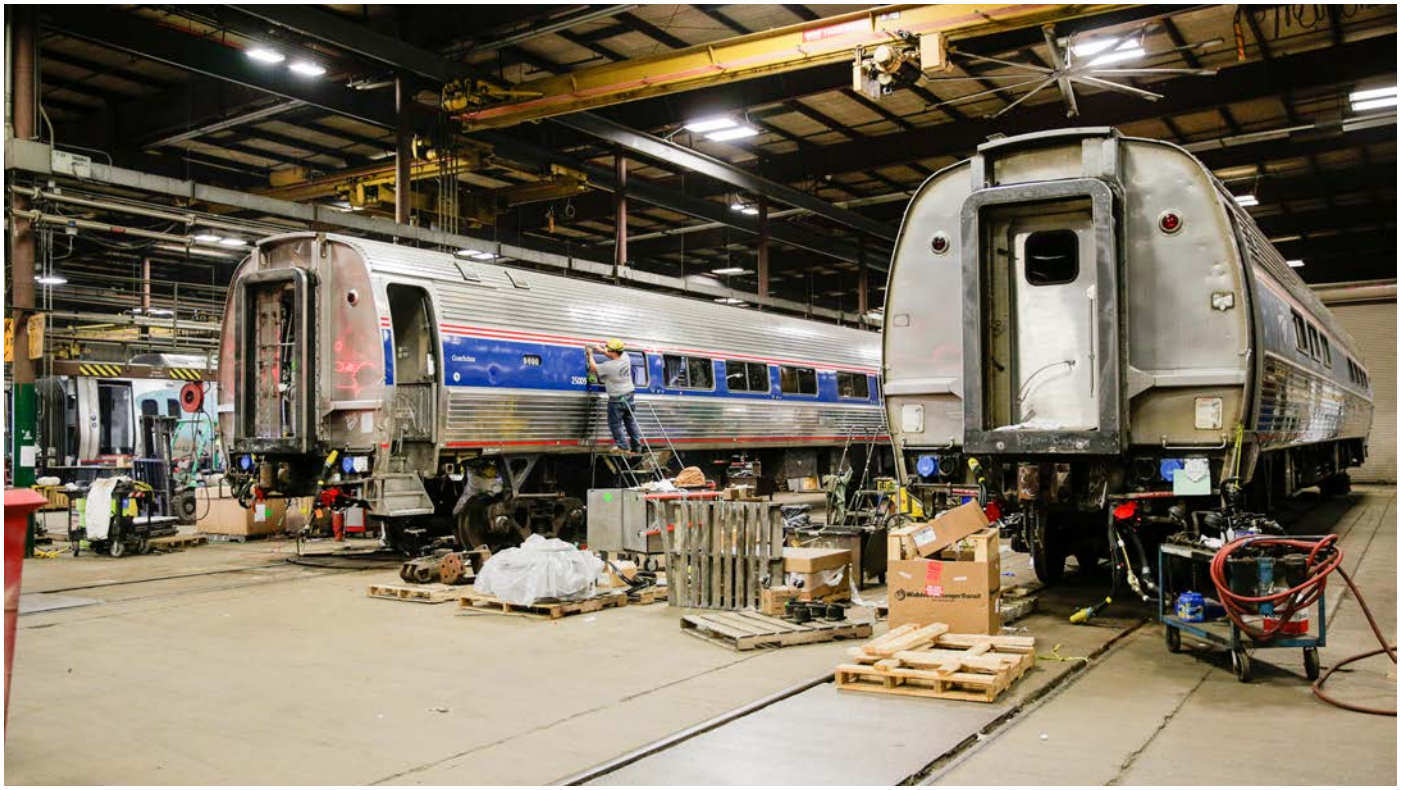
While the Blueprint sets forth the corporate strategy for the next five years, Amtrak's FY 2019 Annual Operating Plan, also known internally as "the six pillars", identifies the six categories essential to our success and outlines the goals we must achieve during this fiscal year.

## *Pillar 1. Safety and Operations*

- Meet Operating Safety Metrics (see at right)
- Implement the Amtrak Safety Management System (SMS) including the collaborative safety policy
- Implement Positive Train Control or achieve PTC levels of safety across Amtrak's network and deploy new technology to strengthen safety performance.
- On-time, within scope and on-budget delivery of the FY 2019 Capital Plan and NEC Commission FY 2019 One Year Implementation Plan.
- Achieve corporate security goals.

**AMTRAK'S OPERATING SAFETY METRICS**

1. *No NTSB rail passenger accidents*
2. *No fatalities or serious injuries*
3. *Customers: 18.8 incidents per 100,000,000 passenger miles*
4. *Employees (FRA Rate): 3.4 incidents per 200,000 employee hours*
5. *Train Safety Index Tier 1 of 8.5 per 1,000,000 train miles*
6. *Train Safety Index Tier 2 of 2.0 per 1,000,000 train miles*



## Pillar 2. Customer Impact

- Fully implement station repair and clean-up initiatives.
- Develop and implement a system-wide station and train signage and branding plan.
- Execute customer communication and experience technology plan.
- Achieve ADA compliance goals.
- Implement new frontline customer service standards, training and service recovery process that builds the Amtrak brand.
- Progress development and implementation of new on-board Food & Beverage model.

| | Customer Initial Terminal Performance Goals | Customer On Time Performance Goals | Customer Satisfaction Index Goals |
|---|---|---|---|
| *Acela Express* | 97% | 82% | 83.8% |
| *Northeast Regional* | 95% | 82% | 85.7% |
| State Supported | 94% | 79% | 91.2% |
| Long Distance | 88% | 50% | 83.0% |
| | | | TOTAL: 87.7% |

*"No matter what role we have at Amtrak, all employees need to be obsessed with taking care of our customers."*

*– RICHARD ANDERSON, AMTRAK CEO*

## Pillar 3. Strategy

- Develop and execute FAST Act service and asset line plans.
- Advance full implementation of PRIIA / FAST State Supported Routes (Section 209) and NEC Commission (Section 212) policies.
- Develop reauthorization proposal.
- Achieve Acela 21 goals on budget, scope and schedule.
- Advance Gulf Coast corridor service and expand State Supported corridors.
- Support FRA discretionary grant awards for projects that advance safety and improve or expand Amtrak services.
- Accomplish continued 1% annual reduction in sustainability targets for greenhouse gas emissions, diesel fuel and electricity usage and achieve 15% waste recycling rate.


*Based on customer satisfaction data, our number one score across the board is the helpfulness and friendliness of our conductors. In a customer-focused business, this is a real strength for us to build on.*



## Pillar 4. People

- Implement online employee engagement survey and develop and execute action plans based on results.
- Meet or exceed diversity goals.
- Expand management training and orientation programs.
- Implement new safety, ethics and customer service training.
- Develop and implement Just Culture initiatives to improve safety.
- Implement new benefits programs.
- Design new and modern employee uniforms.

## Pillar 5. Assets

- Execute FY 2019 Fleet initiatives for mainline diesel and single-level coach capacity.
- Execute maintenance-of-way equipment purchase and strategy to double state of good repair work on the Northeast Corridor.
- Complete three Major Station Master Development Transactions (Chicago, Philadelphia and Baltimore) and advance New York Penn Station Master Development solicitation.
- Begin Portal North, Hudson Yards Phase III, and Hudson Tunnel Project construction.
- Deliver IT operating and capital investments within budget, scope and schedule.
- Implement real estate and facility optimization strategy.
- Advance National Network fleet refresh program within budget, scope and schedule and integrate interior refresh program into 4-Year Overhaul cycle for all fleet.

*Aerial view of William H. Gray III 30th Street Station in Philadelphia*

## Pillar 6. Financial Stewardship

- Deliver FY 2019 Capital spend of $1.75 B.
- Achieve Other Revenue growth of 2% to $1.0 B.
- Reduce Sales, General & Administrative Expense percentage of Passenger Revenue below 25%.
- Continue to aggressively manage management and contractor headcount.
- Ending cash levels of $1.9 B or higher.
- Obtain authorized federal funding levels.

| Service Line | Ridership | Gross Ticket Revenue | Net Operating Loss Goals |
|---|---|---|---|
| **Northeast Corridor** | 12.4 M | $1,306 M | $491 M |
| **State Supported** | 15.7 M | $547 M | ($68 M) |
| **Long Distance** | 4.5 M | $493 M | ($546 M) |
| **Total*** | **32.6 M** | **$2,345 M** | **($132 M)** |

*Total Net Operating Loss includes Infrastructure Access and Ancillary

## *Key Business Metrics*

Amtrak's key business metrics are measured by our Customer Satisfaction Index (CSI).

| Metric | FY 2018 Actual | FY 2019 Goal | FY 2024 Goal |
|---|---|---|---|
| **Ticket Revenue (adjusted)** | $2.203 billion | $2.283 billion | $2.759 billion |
| **Ridership** | 31.7 million | 32.5 million | 36.3 million |
| **Adjusted Operating Earnings** | ($171 million) | ($132 million) | $0.0 million |
| **Customer Satisfaction Index** | 77.7% | 87.7% | 89.3% |
| **Load Factor** | | | |
| ***NEC*** | 56.6% | 57.4% | 66.5% |
| ***State Supported*** | 41.5% | 42.5% | 46.5% |
| ***Long Distance*** | 55.1% | 56.1% | 60.1% |
| **Initial Terminal Performance** | | | |
| ***NEC*** | 95.2% | 96% | 95% |
| ***State Supported*** | 93.5% | 94% | 95% |
| ***Long Distance*** | 84.8% | 88% | 95% |
| **Customer On-Time Performance*** | | | |
| ***NEC*** | 79.7% | 82% | 85% |
| ***State Supported*** | 77.2% | 79% | 82% |
| ***Long Distance*** | 43.2% | 50% | 50% |

* Beginning in FY 2019, Amtrak will use Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

## *Food and Beverage (F&B) Initiatives*

Amtrak will continue to implement and update its multi-year plan designed to improve efficiency, customer satisfaction and cost recovery of food and beverage service. Amtrak has implemented various pilot programs, consistent with the FAST Act, including: scheduling optimization; on-board logistics; product development and supply chain efficiency; training, awards and accountability; technology enhancements and process improvements.

In FY 2018 we completed the year with a Food and Beverage operating loss of $38 million, the lowest in Amtrak's history. This represents a reduction of $15.6 million over FY 2015, the last full fiscal year prior to the passage of the FAST Act. Our cost recovery has grown to a record 80.4%, an increase of 7.3 percentage points over FY 2015.

To eliminate losses associated with food and beverage service delivery, Amtrak will continue successful programs began in FY 2017 and look for additional opportunities for cost efficiencies.

During FY 2018, we launched a contemporary meal service, for sleeper customers on the *Capitol Limited* and *Lake Shore Limited,* that reduced the required Onboard Staff down to one Lead Service Attendant serving meals and reduced food provisioning costs. These meals are a pre-boxed hot or cold choice that includes salad, entrée and dessert.

Also in FY 2018 we launched a redesigned Northeast Corridor Cafe menu featuring higher-end snacks and beverages, including premium spirits.

### *Initiatives*

- Supply & provisioning optimization.
- Continue efforts to better align F&B service models with variations in ridership and customer demand.
- Continue adjustments to provisioning/ levels to drive sales while reducing spoilage and loss.
- Continue reduction of Stock Keeping Units (SKUs), increases in National Volume Discounts (NVDs), and bulk purchases with our supply chain partner.
- Identify opportunities to improve customer satisfaction and sales.
- Take pricing actions to better align prices to use and improve margins.
- Refine the contemporary meal service on the *Capitol Limited* and *Lake Shore Limited.*
- Expand the contemporary meal service to other long-distance routes.
- F&B Supplier RFP.

**FOOD AND BEVERAGE (F&B) FINANCIAL PERFORMANCE**

| | PLAN | | | | | | % GROWTH INC/(DEC) VS PRIOR YEAR | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ($s in Millions) | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 18/19 | FY 19/20 | FY 20/21 | FY 21/22 | FY 22/23 |
| Cash Sales | $67.7 | $78.5 | $83.0 | $91.0 | $97.2 | 98.8 | 16.0% | 5.7% | 9.7% | 6.7% | 1.7% |
| First Class Transfer | 69.4 | 61.3 | 59.6 | 54.4 | 51.2 | 52.5 | (11.6%) | (2.8%) | (8.8%) | (5.9%) | 2.7% |
| State Contribution to F&B | 14.1 | 14.4 | 14.7 | 15.0 | 15.3 | 15.6 | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| **Total Revenue** | **$151.2** | **$154.2** | **$157.3** | **$160.4** | **$163.6** | **$166.9** | **2.0%** | **2.0%** | **2.0%** | **2.0%** | **2.0%** |
| OBS Labor & Support | $107.7 | $109.3 | $110.7 | $112.5 | $114.1 | $115.5 | 1.5% | 1.2% | 1.7% | 1.4% | 1.2% |
| Commissary Provisions and Management | 80.4 | 80.8 | 81.2 | 81.6 | 82.0 | 82.4 | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| **Total Expense** | **$188.1** | **$190.1** | **$191.9** | **$194.2** | **$196.2** | **$197.9** | **1.1%** | **0.9%** | **1.2%** | **1.0%** | **0.9%** |
| Cost Recovery | **80%** | **81%** | **82%** | **83%** | **83%** | **84%** | | | | | |
| Cost management, revenue generation initiatives, and ticket revenue allocation | - | 35.9 | 34.6 | 33.8 | 32.5 | 31.0 | N/A | (3.7%) | (2.5%) | (3.6%) | (4.6%) |
| **Adjusted Contribution/(Loss)** | **$ (36.9)** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **100.0%** | **N/A** | **N/A** | **N/A** | **N/A** |

## *Challenges and Risks*

As the company approaches its 50th anniversary, we face challenges and risks to achieving our performance goals: (1) On-time performance (OTP) and infrastructure access over the host railroad network; (2) Aging fleet and infrastructure; and (3) Changing demographics and travel demand. The service and asset line plans discuss the impacts these issues have on our business and how we propose to manage them; however these factors are not entirely within our control. Therefore, forecasted performance could suffer or improve depending on external circumstances.

### ON TIME PERFORMANCE

Over the past several years, Amtrak's OTP on most long-distance routes has been abysmal. In FY 2018, long-distance customer OTP was 43.2%. On four routes—the *Crescent* (customer OTP 25.9%), the *Capitol Limited* (28.7%), the *Silver Star* (30.4%) and the *Lake Shore Limited* (31%)—more than two thirds of our customers arrived at their destination late. This creates a massive challenge to attract and retain customers when Amtrak is unable to deliver the advertised service.

The vast majority of Amtrak's network is on tracks owned, maintained and dispatched by private freight railroads, known as "host railroads." Amtrak uses their tracks per Amtrak's statutory access rights. Most of the trains on these rail lines are the freight railroads' own freight trains. Because the freight railroads dispatching the trains operation over their lines, determining which trains receive priority, the freight railroads have tremendous influence over Amtrak's operations and whether Amtrak trains arrive at their destination on schedule.

Prior to Amtrak's creation in 1971, the privately-owned railroads had a common carrier obligation to operate intercity passenger trains themselves—an obligation that dated back to the 19th Century. Because the railroads were losing money on intercity passenger train service, Congress created Amtrak and relieved the private railroads of this obligation. A key part of the deal was that Amtrak would still have access to the railroads' lines in order to operate its intercity passenger trains. Each year Amtrak pays host railroads $142 million for using their tracks and other resources needed to operate passenger rail service, but often fails to achieve reasonable levels of performance from our host partners.

*The most frequent cause of delay to Amtrak trains on host railroads is freight train interference, typically caused by a freight railroad requiring an Amtrak passenger train to wait so that its freight trains can operate first.*

By federal law, with only limited exceptions, Amtrak passenger trains must be given preference over freight trains in using any rail line. Only the U.S. Department of Justice (DOJ) can enforce this law—and it has brought only one enforcement action against a freight company in Amtrak's history, and that was nearly 40 years ago! As a result, freight railroads suffer no significant consequences for the delays suffered by Amtrak passengers.

Amtrak supports continued authority for the DOJ to initiate an action, but we request that this authority be supplemented by creating a private right of action for Amtrak to enforce preference, just as any other company would have a right to go to court if its rights were being violated.

## AGING FLEET AND INFRASTRUCTURE

Much of our fleet needs to be retired given its age, reliability, and functional obsolescence. In order to provide the traveling public with the reliability, comfort, and amenities they expect, re-fleeting is essential to offering a product that can compete in a competitive travel environment.

Over the past five years, Amtrak has made significant steps towards a new fleet by purchasing new electric locomotives, a new generation of *Acela Express* trainsets, supplemental single-level long-distance equipment, and, most recently, new mainline diesel locomotives for our National Network trains. As an example of the benefits that come with new equipment, Amtrak today must operate many of our long-distance trains with two or more locomotives to ensure we have sufficient motive power for the journey, given the likelihood of locomotive mechanical problems occurring en route. This practice drives up both operating and capital costs; these costs will decrease as we can reduce the number of locomotives we must maintain and utilize for our current trains. Additionally, our current diesel locomotive fleet does not meet pollution and air quality standards. Our new locomotives will bring us into compliance, reducing nitrogen oxide by over 89% and particulate matter by 95% and achieving an average of 10% savings in diesel fuel consumption.

To guide our long-term fleet efforts, the company began developing a comprehensive fleet strategy to improve, replace and modernize Amtrak's fleet in FY 2018. While many of our fleet decisions will need to await the next Congressional reauthorization of Amtrak so that the company has a clearer view of the long term network this equipment will need to support, the Equipment Asset Line Plan describes our current and future plans, reflecting today's system, in greater detail.

Amtrak also faces aging infrastructure on the Northeast Corridor. Though the NEC continues to post historically high ridership levels, this success belies the fact that NEC infrastructure is deteriorating and reaching the practical limits of its capacity to carry additional passengers. Major infrastructure assets—like the Baltimore and Potomac Tunnels in Maryland (built in 1873), the Portal Bridge in New Jersey (built in 1910), and the Hudson River Tunnels (also built in 1910)—all contain aging components that impede reliability and capacity limitations that restrict ridership growth.

**20**
**YEARS**
*Average age of P-42 and P-40 locomotives*

**35**
**YEARS**
*Age of Superliner fleet*

**40**
**YEARS**
*Age of Amfleet 1 equipment used on state corridors and on the NEC*

*Weehawken Portal of the North River Tunnel. Opened in 1910, the existing two-track North River Tunnel carrier passengers between Mantattan and New Jersey underneath the Hudson River.*

## CHANGING DEMOGRAPHICS AND TRAVEL DEMAND

Amtrak has operated many of its routes since it began operations in 1971. Since Amtrak's inception, there have been significant population and demographic changes in the U.S.; however, Amtrak's National Network has largely remained the same, leading to a growing mismatch between likely demand for intercity passenger rail services and Amtrak's current routes and frequency levels.

We don't serve some of the nation's biggest cities and many of the fastest growing particularly well. Many cities only get service through long distance trains that have poor OTP, limited frequencies, slow trip times and arrive at the wrong time of day:

- Boise, ID is the nation's fastest growing city and is not served by Amtrak trains.
- The Dallas–Plano–Irving, TX metropolitan area is the third fastest growing U.S. city and the Fort Worth–Arlington, TX metropolitan area is the fifth fastest yet is only served by the *Texas Eagle* and the Heartland Flyer once per day.
- The Orlando–Kissimmee–Sanford, FL metropolitan area is the fourth fastest growing; Amtrak has only three long distance routes that each serve Florida once daily.
- The Nashville, TN metropolitan area is ranked the seventh fastest growing city yet Nashville is only served by Thruway bus, generally in the middle of the night.

Trip times in most non-NEC markets are not competitive with air or highway travel. Only one major non-NEC air market (Portland–Seattle) has more Amtrak than airline passengers.




Changing demographics mean the services and products that Amtrak provides must be modernized if we want to stay relevant. The service and experience Amtrak provided in 1971 or even in 2000 is no longer desirable to our current, and our future, customers.

*Millennials, the largest population cohort, seek travel experiences that are inexpensive yet Instagram-worthy, with seamless Wi-Fi capability for any work or leisure/social activity. In contrast, Baby Boomers gravitate toward luxury experiences with differentiated amenities, yet also value seamless connectivity.*

As a responsible steward of federal dollars, Amtrak must ensure we are making investments that maximize benefits to the public. These plans outline the initiatives we are undertaking to make our train services more attractive to a greater number of people.

## Stakeholder Coordination

Collaboration with stakeholders is critical to the planning process. Amtrak maintains regular communication with our state, commuter and host railroad partners on a bilateral basis and through our membership in the Northeast Corridor Commission, the State-Amtrak Intercity Passenger Rail Committee (SAIPRC), established to further implement PRIIA Sections 212 and 209, APTA and the Association of American Railroads.

We are also in continual communication with the federal government through the Federal Railroad Administration's management of our NEC and National Network grants and its membership in both the Commission and SAIPRC. We also communicate regularly with Congress regarding our activities.

## *SWOT Analysis*

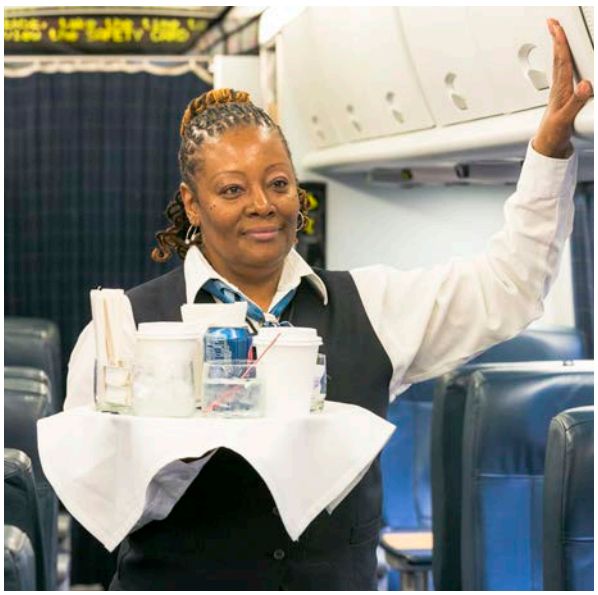
The following chart summarizes the factors that the business can influence and, conversely, factors that can impact business performance. The service and asset line plans consider these factors and include initiatives to capitalize on strengths and opportunities and mitigate weaknesses and threats.

### S STRENGTHS

- Nationally connected network serves many of the fastest growing major metropolitan areas as well as destinations with few other commercial travel choices.
- Productive and relaxing travel experience.
- Services and amenities (e.g. Wi-Fi, ample baggage allowance).
- Baggage allowance was not changed.
- More travel space and onboard mobility compared to airlines.
- Centrally located stations provide convenient access to popular destinations.
- Growing ridership in NEC and state corridor markets.
- High cost recovery ratio on NEC generates cash for infrastructure investments.
- Experienced and capable workforce.
- Relatively stable federal funding for existing Amtrak investment levels.
- Growing stakeholder support of intercity passenger rail service and need for infrastructure investment.
- Ownership rights in the NEC with valuable and diverse asset holdings nationwide.

### W WEAKNESSES

- Poor OTP on some routes; service expansions constrained by host railroads.
- Aging fleet and equipment.
- NEC infrastructure at or above capacity in multiple locations, especially in key stations and adjacent trackage, tunnels and bridges.
- Large state-of-good-repair backlog for infrastructure and major facilities.
- Unit costs are higher than some alternative forms of transportation due to labor, fuel and overhead costs.
- Long-distance service requires $120 per passenger average subsidy funded by the federal government.
- Expensive and outdated food service model.



*SWOT ANALYSIS (CONTINUED)*

## O OPPORTUNITIES

- New and refreshed equipment.
- Redeveloped product elements that strengthen customer experience while lowering costs and improving yield.
- Consist and capacity planning to optimize load factors.
- Standards for efficient, consistent and timely customer communication and service.
- Co-branding opportunities to increase revenue.
- Partnerships with connecting transportation providers can strengthen last mile service.
- Partnerships with destinations, travel vendors, businesses and universities.
- Capturing millennials as new customers.
- Targeted marketing through emerging tech platforms.
- Growth in new markets with *Acela Express* expansion and *Northeast Regional* providing more local connections.
- Many smaller markets served have limited travel options with shrinking air and bus service.
- Gateway Program.
- Improving project management and delivery.
- Leveraging private partners through development partnerships to deliver station improvements.

## T THREATS

- Accidents, injuries and safety failures.
- Aging infrastructure and equipment.
- Risk of major disruptions in service at critical facilities.
- States' own fiscal challenges and ability to invest in intercity passenger service or growth.
- Host railroad PTC implementation.
- Poor OTP over host railroad network.
- Local opposition to rail improvement projects.
- Impacts of climate change on service and infrastructure
- State and federal funding availability for intercity passenger rail service, improvement or expansion.
- Reliance on and competition for public funds with other modes and public needs.
- Increasingly competitive environment including new services with lower costs and greater flexibility.
- Changing demographics and travel preferences may reduce demand for some routes.
- Potential track downgrading on portions of host railroad-owned routes.
- Growing freight traffic along certain routes.
- Threats to infrastructure: extreme weather events, trespassers, security breaches.
- Human error.
- Market downturn.
- Development compatibility of real estate assets with railroad operations.

# Document Organization

The following sections with the corresponding responsible officials noted provide further context and information for each of the service lines:

## INDEX OF TABLES

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# Northeast Corridor Service Line


Business Class
Businessclass

# Northeast Corridor Service Line

## Introduction

Amtrak's Northeast Corridor Service Line (NECSL) provides intercity passenger rail transportation on the Northeast Corridor (NEC). The mission of the NECSL is to grow ridership and the financial operating contribution from its high-speed *Acela Express* (*Acela*) and *Northeast Regional* (NER) services.

The NEC growth strategy rests squarely on Amtrak's ability to continuously improve the consistency and delivery of NEC products and services, while increasing capacity and modernizing our products. The NECSL serves as the steward of this important set of services, in partnership with the Operations department responsible for service delivery and the Commercial, Marketing & Strategy group responsible for scheduling, pricing, revenue management, product development and advertising of NEC products.

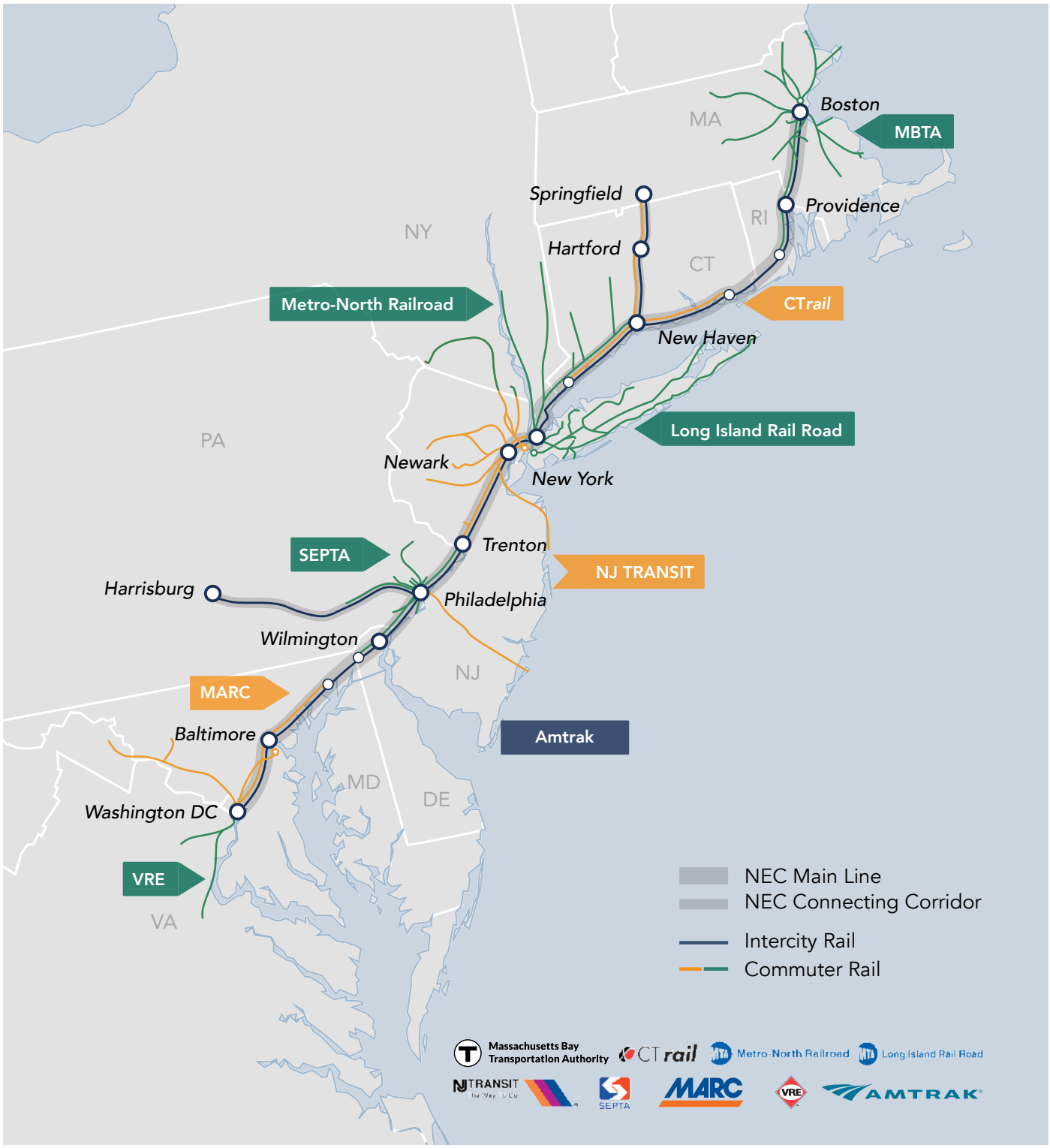
As Amtrak approaches its 50th anniversary of service, the service line is well-positioned to deliver a new era of growth and modernization for NEC passenger service. The NECSL will continue to advance initiatives that will transform and elevate Amtrak's brand and the overall NEC experience in stations and when traveling on board *Acela* and *Northeast Regional* trains. First-time and valued frequent travelers will encounter new features, improved amenities and exceptional service on the NEC that stem from Amtrak's Blueprint and strategic pillars.

The 457-mile NEC main line connects the Northeast's five major metropolitan areas—Boston, New York, Philadelphia, Baltimore and Washington, DC—which rely on *Acela* and *Northeast Regional* services for a significant and growing share of business and leisure passenger travel and on NEC infrastructure for the daily commuting needs of their workforces. Amtrak owns and manages the NEC right-of-way between Washington, DC and New Rochelle, NY and from New Haven, CT to the Rhode Island-Massachusetts state border. The New York Metropolitan Transportation Authority and Connecticut DOT own the New Haven Line between New Rochelle and New Haven, which is operated and controlled by Metro-North Railroad. The MBTA owns the NEC right-of-way from the Rhode Island-Massachusetts state line to Boston South Station: it is operated and maintained by Amtrak.

### 2021: A Pivotal Year For Amtrak


- Celebrating Amtrak's 50th anniversary of service
- 20th anniversary of *Acela Express*
- Opening of Moynihan Train Hall in New York City
- Launch of new, next-generation high-speed trainsets as part of the new *Acela Express* fleet (rendering shown)

## AMTRAK'S NORTHEAST CORRIDOR




*Approximately 820,000 weekday trips are made on the NEC—either on Amtrak or one of the NEC's eight commuter railroads. More than 2,100 passenger trains and 60 freight trains operate on some portion of the NEC every day.*

## *NEC Product Offerings:* Acela Express *and* Northeast Regional

Amtrak's Northeast Corridor offers two distinct intercity products: *Acela*, Amtrak's premier service that provides up to 33 departures a day at a top speed of 150 mph and *Northeast Regional*, which provides up to 36 departures a day at a top speed of 125 mph. The *Acela* trainsets, with a fixed consist, provide the same number of seats for every trip (44 first class seats and 264 seats in business class).

Amtrak can modify *Northeast Regional* train consists and offer between 288 and 566 seats on a given frequency, and usually offers 494 seats. In FY 2019 there will be less variability in the consist configuration to enhance efficiencies and drive better yields. Several Amtrak long distance and state supported services also traverse the NEC and, where practical, those trains will continue to offer tickets for local travel between New York City and Washington, DC.

**BENEFITS OF AMTRAK'S *ACELA EXPRESS* AND *NORTHEAST REGIONAL* SERVICES**

### *Acela Express*


- *Premium service*
- *Serves 16 stations in 8 states and the District of Columbia*
- *Up to 16 round trips per day*
- *First class and business class*

### *Northeast Regional*


- *Value service*
- *Serves 30 stations in 8 states and the District of Columbia*
- *21 round trips per day*
- *Business and coach class*

## *Market Overview*

More than 260 million passenger trips are made on the NEC per year, a figure that is projected to reach over a half billion by 2040.[1] As the popularity of rail travel soars, Amtrak and its NEC partners are challenged to ensure that the NEC can meet the demand for new capacity on this critical infrastructure asset.

The U.S. Census Bureau reported the population of the Northeastern U.S. was 56.1 million people at the end of 2018, reflecting growth of 1.3% since 2010. The region generates $2.6 trillion in economic activity and nearly 20% of U.S. GDP on just 2% of the land area.

Amtrak demand correlates strongly to three primary statistics related to economic growth: change in population, change in average household income and the change in employment. Travel demand is expected to continue to grow and the NEC is anticipated to remain the nation's most heavily urbanized region. The regional forecast for continued population and economic growth is bolstered by the decision made by Amazon, one of the world's 10 largest companies, to select Arlington, VA at the south end of the NEC as the site for its future second headquarters.


**POPULATION CHANGE PREDICTIONS IN MAJOR CITY METROPOLITAN STATISTICAL AREA**

| | 2016 Est. Population, in millions (MSA) | 2025 Est Population, in millions (MSA) | Percentage Change in Population |
|---|---|---|---|
| **New York City** | 15.60 | 16.28 | 4% |
| **Philadelphia** | 4.69 | 4.88 | 4% |
| **Boston** | 3.75 | 3.93 | 5% |
| **Baltimore** | 2.14 | 2.33 | 9% |
| **Washington, D.C.** | 4.57 | 5.20 | 14% |
| **TOTAL** | **30.75** | **32.62** | **6%** |

1. Amtrak 2017 NEC Fact sheet. https://nec.amtrak.com/wp-content/uploads/2017/08/NEC-Fact-Sheet-2017_Final.pdf.

## Competitive Landscape

In addition to population growth projected along the NEC, ongoing demographic shifts across America will influence customer dynamics across Amtrak's network and on the NEC. Increased competition combined with Millennial expectations for constant, lightning speed wireless connectivity make it even more imperative to deliver modern, personalized, convenient and seamless experiences for customers in an increasingly digital, data driven environment.

Consumers have many travel options in the NEC. They increasingly search for opportunities to utilize a mobile booking path that is convenient and hassle free and expect seamless first mile/last mile connectivity. Competition in the travel space continues to intensify, with growth occurring in both air and intercity bus service and the anticipated near term introduction of autonomous vehicles.

Airlines are adding additional NEC frequencies, particularly between the New York City area and Boston, and acquiring new airplanes that are more fuel efficient and offer enhanced passenger amenities. Intercity bus travel is on the rise, with new NEC services opening for business during 2018. In September 2017, two of the largest carriers added bus capacity in the NEC bus market which may be forcing prices lower. In addition, deluxe bus services offer transport on smaller buses with more legroom at a higher price point. Conventional and curbside bus providers are offering new amenities and fleet, more reliable Wi-Fi and low fares. In FY 2018, there were an estimated 1.4 million bus trips between Washington, DC and New York City. This compares to approximately 3 million Amtrak passenger trips and 900,000 estimated air passenger trips.

*Given congestion, tolls, and roadwork along the NEC, Amtrak service is faster than or equivalent to average automobile driving times.*

While the automobile holds the top market share position, in the Greater Baltimore/Washington, DC submarket most trips made are without a car. Rail, air, and bus together capture over half of the travel market.

The Northeast Corridor service line has realized modest growth since 2011 (10.9 million customers in FY 2011; 12.1 million customers in FY 2018). From 2000–2017:

- Between Washington and New York City, the number of air and rail trips has decreased, down 10%. Amtrak's share of those trips, however has increased from 37% to 76%.
- Between New York City and Boston, the total number of air and rail trips has increased by 5%. Amtrak's share of those trips has increased from 20% to 51%.

On the South End of the NEC (Washington–New York City), Amtrak has 75% of the air rail share. On the North End (New York City–Boston), where Amtrak service is less trip time competitive, Amtrak does not command the same level of market penetration and captures around 51% of the air/rail share. This will be an area for more growth opportunities, particularly with the launch of the new *Acela* trainsets offering hourly service from New York to Boston.

**AIR/RAIL SHARE DOMINANCE**

**75%**

**ON NEC SOUTH END**

*Amtrak commands a majority of the air/rail share from Washington, DC to New York City*

**51%**

**ON NEC NORTH END**

*Amtrak captures over half of the air/rail share from New York City to Boston*

# FY 2018 Performance and Results

## Ridership and Revenue

Results on the NEC were mixed with a slight uptick in revenue on *Acela* but with ridership remaining flat. The *Northeast Regional* service achieved modest increases in revenue and ridership. Together, the two services recorded $1.264 billion in ticket revenue and carried 12.1 million customers.

NER trains carried 8.68 million customers and generated $656 million in revenue. *Acela* carried 3.46 million customers and generated $606 million in revenue.

Unplanned service disruptions took a toll on performance with four back-to-back winter storms in March. However, over the summer demand rebounded, paving the way for a more successful FY 2019.

### *ACELA* HIGHLIGHTS

- Compared to FY 2017, FY 2018 ticket revenue was up 1.6%; ridership was down 0.4%.
- First Class (12% of total trips) - ticket revenue +6.0% and ridership +6.1%
- Trips over 225 miles (22% of total trips) - ticket revenue +3.7%, ridership +1.8%
- Trips north of NY (33% of total trips) - ticket revenue +4.3% and ridership +2.2%.

### *NORTHEAST REGIONAL* HIGHLIGHTS

- Compared to FY 2017, FY 2018 ticket revenue was up 2.9%; ridership was up 1.4%.
- Business Class (8% of total trips) - ticket revenue + 9.3% and ridership +0.8%
- Trips under 100 miles (35% of total trips) - ticket revenue +5.9% and ridership +2.9%
- Trips north of NY (23% of total trips) - ticket revenue +5.4% and ridership +3.5%.

**PERFORMANCE HIGHLIGHTS (FY 2018)**

**12.124M**
*Ridership*

**$1.264B**
*Ticket Revenue*

**1.989B**
*Total Passenger Miles*

**37¢**
*Revenue Per Available Seat Mile*

**22¢**
*Cost Per Available Seat Mile*

**167%**
*Cost Recovery Ratio*

## *Customer Satisfaction Index (CSI)*

CSI scores on the NEC fell short of goal although there were positive developments during the final quarter. The NEC's overall score was 75.7, down 2.2 points from FY 2017 and 3.9 points below goal. However, there has been an uptick in scores recently that can be attributed to several initiatives, including:

- Investments in customer-facing enhancements, including a refresh of the Amfleet I and *Acela* interiors, as well as improved Wi-Fi service.
- New food and beverage products on both *Acela Express* and *Northeast Regional*.
- Improved on-board announcements regarding delays and disruptions.
- Introduction of a more robust en route train cleaning program on the NEC, which has received positive feedback from customers who appreciate the cleaner onboard experience.
- Upgrades to passenger areas of stations, including new restrooms in New York Penn Station and lactation suites at several major stations.


### *ACELA*

For FY 2018, *Acela* received an overall score of 73.7, down 1.9 points from FY 2017 and 3.8 points below goal. However, the trend at the end of the fiscal year was positive. August and September scores were ahead of the 12-month average.

Although the actual end-point OTP measurement for FY 2018 was up 5.8 points, *Acela* customers' perception of Reliability/OTP was flat. Increasingly, customers appear more sensitive to Reliability/OTP and this must continue to be an area of improvement.

### *NORTHEAST REGIONAL*

For FY 2018, *Northeast Regional* received an overall score of 76.5, down 2.3 points from FY 2017 and 4.0 points below goal. Although the actual end-point OTP measurement was up 1.8 points, *Northeast Regional* customers' perception of Reliability/OTP was down 1.4 points. Similar to *Acela*, *Northeast Regional* customers appear to be more sensitive to Reliability/OTP.

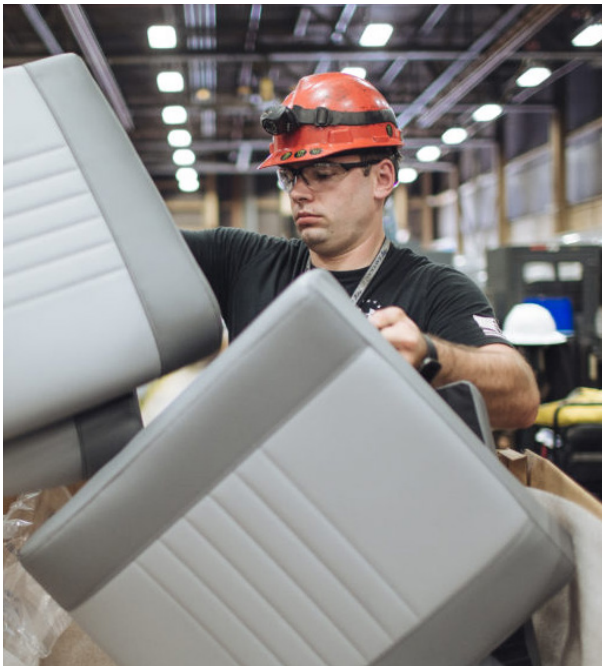
The score for overall cleanliness of train interior and restrooms was up slightly over FY 2017, but both had much higher scores by year end, demonstrating the results of the on-board cleaners added during FY 2018 (+3 for cleanliness of train interior and **+6 for Cleanliness of restroom while on the train**).

*The* Northeast Regional's *en route, on-board cleaning program has proven highly successful and will continue as a normal part of NEC operations.*

# Strategy

## NEC Service Line Strategies

- Optimize schedule and fleet deployment.
- Enhance NEC products and service delivery to be contemporary, comfortable, clean and convenient to attract new and growing customer segments.
- Refresh and acquire new fleet and make other preparations for Acela 21.
- Strengthen OTP and Key NEC Partnerships.



**KEY BUSINESS DRIVERS**

| | FY 2018 Actual | FY 2019 Goal | FY 2024 Goal |
|---|---|---|---|
| **Ticket Revenue (adjusted)** | $1.242 billion | $1.285 billion | $1.613 billion |
| **Ridership** | 12.1 million | 12.4 million | 14.3 million |
| **CSI** | *Acela:* 73.7%<br>NER: 76.5% | *Acela:* 83.8%<br>NER: 85.7% | *Acela:* 86.4%<br>NER: 87.8% |
| **Initial Terminal Performance (ITP)** | *Acela*: 96%<br>NER: 95% | *Acela:* 97%<br>NER: 95% | 97% |
| **On Time Performance (OTP)*** | 80% | 82% | 90% |
| **Revenue Per Available Seat Mile** | $0.3745 | $0.3856 | $0.4824 |
| **Cost per Available Seat Mile** | $0.2249 | $0.2463 | $0.3199 |
| **Passenger Miles** | 1,990 million | 2,022 million | 2,344 million |
| **Average Load Factor** | 56.6% | 57.4% | 67.7% |
| **Cost Recovery** | 167% | 157% | 150% |

*Beginning in FY 2019, Amtrak is using Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

## *NEC Five Year Plan*

| | |
|---|---|
| **2020** | • Develop refined Acela 21 service plan concepts for *Northeast Regional* relaunch<br>• Test adjustments to schedule/service offerings |
| **2021** | • Launch Acela 21<br>• Open Moynihan Train Hall |
| **2022** | • All 28 trainsets delivered to Amtrak |
| **2023** | • Prepare for relaunched *Northeast Regional* product |
| **2024** | • *Northeast Regional* relaunch (TBD)<br>• Reduce trip times using dual-mode equipment |


*Amtrak, in partnership with New York Empire State Development Corporation and its subsidiary, Moynihan Station Development Corporation, is creating the future home of Amtrak's New York City passenger operations within the new Moynihan Train Hall.*

## *Initiatives and Measures (FY 2020–FY 2024)*

| | Strategic Linkages | | |
|---|---|---|---|
| **Initiative and Summary** | **Supports Strategic Pillars** | **Asset Lines Impacted** | **Impacts Key Business Measures** |
| ***NEC Equipment Refresh***<br>Continue refresh of *Acela Express* and Amfleet Café Cars | • Customer Impact<br>• Assets<br>• Safety & Operations | • Equipment | • CSI<br>• Revenue<br>• Ridership |
| ***Review Service Patterns and Operating Plans***<br>Optimize fleet deployment, test new schedules for nonstop/1-stop service, develop service plan for next gen *Acela* and *Northeast Regional* relaunch | • Financial Stewardship<br>• Customer Impact | • Transportation<br>• National Assets | • Revenue<br>• Ridership |
| ***Reliability and OTP***<br>Partner with Operations and Scheduling/Consist Planning to deliver increased reliability and OTP | • Customer Impact<br>• Safety & Operations<br>• People | • Infrastructure<br>• Equipment | • CSI<br>• OTP<br>• Revenue<br>• Ridership |
| Northeast Regional ***Relaunch***<br>Develop service plan to determine equipment needs for single level equipment procurement to replace Amfleet I's | • Customer Impact<br>• Assets<br>• Safety & Operations<br>• People | • Equipment<br>• Infrastructure | • Safety<br>• CSI<br>• Revenue<br>• Ridership |
| ***Acela 21 Program***<br>Manage end-to-end mobilization and transition plan for introduction of new trainsets into revenue service in 2021 | • Customer Impact<br>• Assets<br>• Safety & Operations<br>• People | • Equipment<br>• Infrastructure | • Safety<br>• CSI<br>• OTP<br>• Revenue<br>• Ridership |

## OVERVIEW OF PRIMARY INITIATIVES

### *NEC Equipment Refresh*

During FY 2018, Amtrak embarked on two major equipment refresh programs. The first replaced all seat cushions and carpets; performed other upgrades including LED lighting and restroom floor replacements; and introduced restroom deodorizers on the Amfleet 1 equipment used for *Northeast Regional* service. Customers have responded enthusiastically to the programs, which have increased customer satisfaction scores.

Amtrak will complete a refresh of the current *Acela* equipment as well as begin a refresh of the Amfleet Cafe Cars. The *Acela* refresh will be completed in June 2019 and the cafe car refresh will begin in April 2019 and be completed by Thanksgiving 2019.

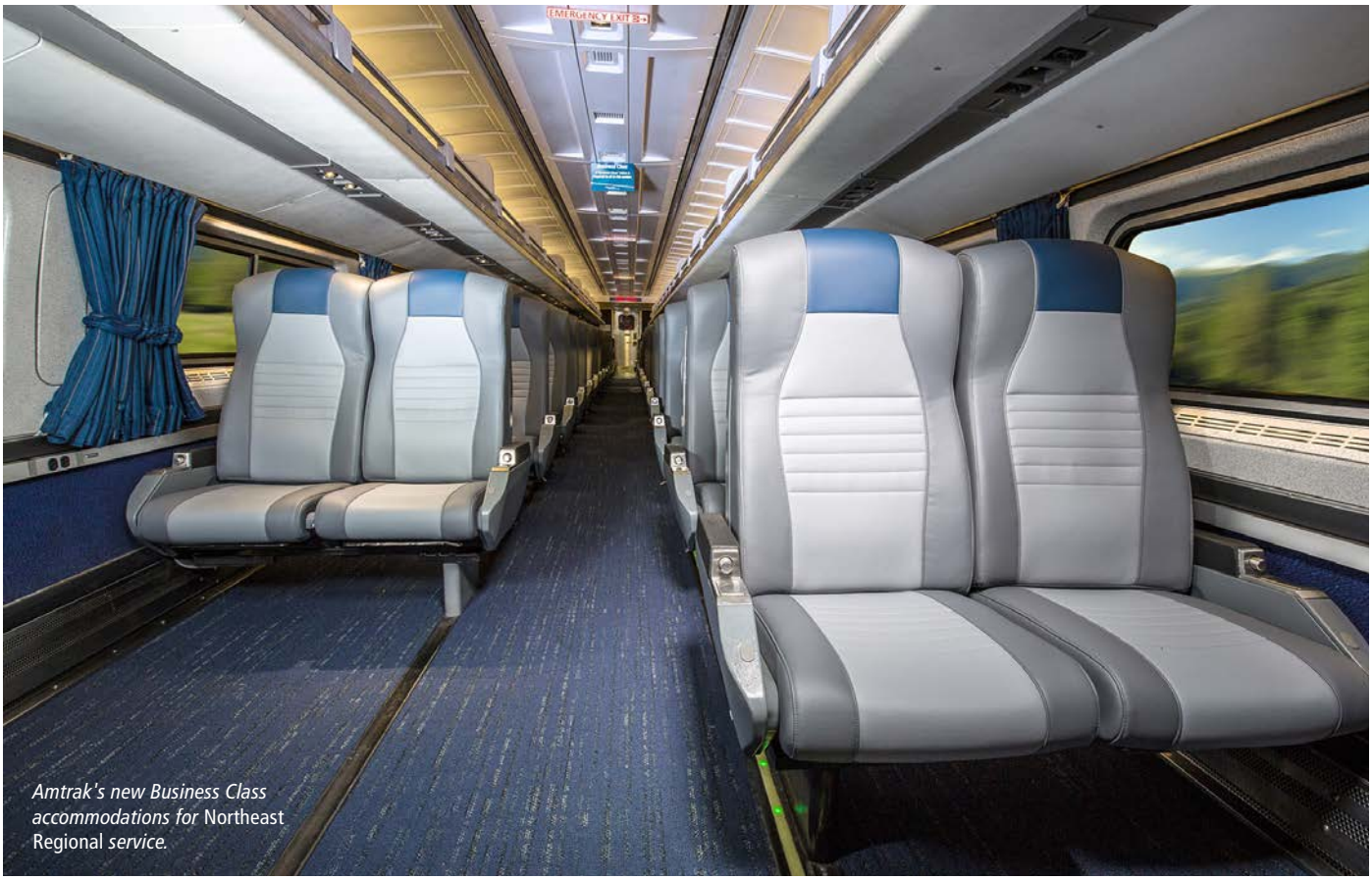
### *Review Service Patterns and Operating Plans*

The service patterns and operating plan for *Acela* and *Northeast Regional* will undergo a comprehensive review as the NECSL charts the path for the future by analyzing potential for new and different station stops and service patterns for *Acela* and the *Northeast Regional*; product differentiation between service offerings; and nonstop/limited stop service on the North and South End.

### *Northeast Regional Relaunch*

In June 2018 Amtrak, in conjunction with State Partners, issued a Request for Information (RFI) to car manufacturers to gather as much information as possible about the latest trends and technologies available among single level fleets. Information gathered will be used to inform an RFP to be released in FY 2019 to replace 450 Amfleet I railcars. More than 240 of these cars are used on *Northeast Regional*, *Keystone* and some other state-supported routes that travel over the NEC.

Developing the appropriate service patterns and operating plan, as well as new branding will help position Amtrak *Northeast Regional* service in context with the Acela 21 launch.




*Amtrak's new Business Class accommodations for* Northeast Regional *service.*


*Rendering of the Avelia Liberty, Amtrak's next-generation high-speed trainset that will replace the current* Acela *fleet beginning in 2021.*

## *Reliability and OTP*

NECSL will continue to work with Operations to reduce Amtrak responsible delays and with other internal partners and with Metro-North to improve reliability and OTP, particularly on the North End.

## Acela 21 *Program*

*Acela* is Amtrak's most commercially successful product line. At peak times on regular business days, *Acela* trains are often sold-out, and market analyses show that the demand for this service will continue to grow. Amtrak is preparing for the relaunch of *Acela* service to seize this growth opportunity through a program of initiatives known as Acela 21.

### Fleet

The most visible element of Acela 21 is the acquisition of 28 next generation high-speed trainsets from Alstom Transportation which will expand Amtrak's *Acela* fleet by 40%. The trainsets, called Avelia Liberty, are the fifth generation of its high-speed train design made famous by TGV service in France. Each trainset will increase the seating by more than 25%, offer improved ride quality, increased reliability, and modern amenities with significant improvements in accommodations for passengers with disabilities.

"Future-proofing" the trainsets has been an important part of the design process so that the new *Acelas* not only meet the highest customer expectations for Amtrak's premium service in 2021, but they continue to meet and exceed those expectations throughout the 30 years this equipment will be in service.

Two trainset prototypes are being manufactured at Alstom's Hornell, NY facilities. Testing is scheduled to begin in late Calendar Year (CY) 2019, with the first trainsets entering revenue service for Amtrak customers in early CY 2021. By late CY 2022, all current trainsets will have been replaced.

### Customer Experience

The future of *Acela* is more than new trainsets. There will be an enhanced reservation system with seat selection, a new food service, better Wi-Fi and on board information systems, new employee uniforms and a host of other aspects comprising a premium service—many of which are customer-facing. Acela 21 will include an extensive training program to set the standard for premium customer care at Amtrak.

Enhanced amenities include:

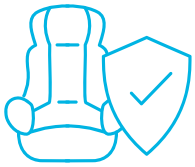
- More seats with generous legroom and the spacious accommodations *Acela* customers enjoy on current equipment.
- Personal outlets, USB ports and adjustable reading lights at every seat.
- Contemporary food service, offering self-select easy access and greater selection.
- Complimentary and improved Wi-Fi.
- Advanced seat reservation system.
- Onboard information system with real time information such as location, train speed and conductor announcements.
- Spacious restrooms with 60-inch diameter turning radius.
- Streamlined overhead and easily accessible luggage storage compartments.

### Capital Investments

The Acela 21 program also involves a coordinated program of capital improvements to improve infrastructure and facilities and enhance safety, Amtrak's highest priority. The Acela 21 program includes enhancements to the NEC positive train control system, appropriate safety investments to limit unintended and unauthorized access to the right-of-way and facilities and updated ventilation in Penn Station in New York City.

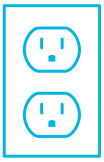
Customers of all Amtrak services will benefit from Acela 21 investments such as a new passenger concourse at Washington Union Station and the new Moynihan Train Hall in New York City. There will be new platforms in New Carrollton and Baltimore and track upgrades between these two stations to improve reliability in this heavily congested section of the NEC. Amtrak will also be introducing an advanced form of track maintenance that will provide for more consistent, smoother track condition. While passengers on all trains traveling the NEC will notice a difference, when combined with the new trainset design, *Acela Express* passengers will experience a world class quality ride.

**NEW AMENITIES FOR AN IMPROVED CUSTOMER EXPERIENCE**

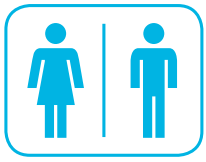


Improved passenger comfort and security

Complimentary and improved Wi-Fi



Additional seating options with electrial outlets and USB ports



Spacious, new ADA-compliaint restrooms

## *Risks and Environmental Factors*

Despite the introduction of an entirely new fleet of equipment, Amtrak's aging railroad infrastructure will continue to present numerous challenges and reliability risks—some portions of Northeast Corridor infrastructure were built 180 years ago.

Design of the East River Tunnels reconstruction will be completed in early calendar year 2021 and they will begin being taken out of service in 2023 as each tunnel undergoes necessary repair and refurbishment due to damage caused by Superstorm Sandy. The reduced capacity will have impacts on Amtrak, LIRR, and New Jersey Transit and may prevent Amtrak from achieving all of the frequency targets proposed in the near term.

Extreme weather events due to climate change cause service disruptions throughout the country and aging infrastructure—especially along NEC—is struggling to keep pace with increased demand and environmental pressures.

After decades of underinvestment, the NEC needs more than $38 billion identified by the Northeast Corridor Commission to just to reach a state of good repair. Within these needs, Amtrak has identified several critical projects between New York City and Washington, DC that are vital to creating a renewed, modern passenger rail system.

Other risks include equipment procurement and delivery schedules, disposition of current trainsets, and disruptive forces affecting the travel industry (e.g., new technologies, terrorism).

*Clockwise from top right: Portal Bridge, B&P Tunnel, Superstorm Sandy damage in the Hudson Tunnel*


# Conclusion

The initiatives, projects and proposals for the NEC are outlined with one purpose in mind: positioning Amtrak to be the first choice for customer travel in the NEC. With special focus on an improved customer experience to grow ridership and revenue, the next five years will be transformative. However, roadblocks remain given aging infrastructure challenges. With sufficient funding and with a continued focus on collaboration and good business practices, Amtrak has the expertise, partnerships and determination to navigate each of these challenges to achieve a transformed NEC for the benefit of the nation.

*Above: An* Acela *train emerges from the B&P Tunnel in Baltimore. This busy section of the NEC is used by Amtrak and MARC passenger trains, as well as Norfolk Southern Railway freight trains.*

# Profit & Loss Analysis

## NEC Service Line (FY 2019–FY 2024)

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 1,285,736 | 1,320,466 | 1,353,257 | 1,415,733 | 1,519,772 | 1,613,158 | 8,508,124 |
| *Charter/Special Trains* | 1,779 | 1,779 | 1,779 | 1,779 | 1,779 | 1,779 | 10,676 |
| *Food and Beverage* | 47,167 | 50,013 | 52,721 | 53,973 | 56,113 | 58,278 | 318,265 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | - | - | - | - | - | - |
| *Commuter Operations* | - | - | - | - | - | - | - |
| *Reimbursable Contracts* | 4,742 | 4,884 | 5,026 | 5,173 | 5,324 | 5,479 | 30,627 |
| *Access Revenue* | 771 | 787 | 802 | 818 | 834 | 850 | 4,862 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | - | - | - | - | - |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 19,031 | 19,411 | 19,792 | 20,180 | 20,576 | 20,980 | 119,970 |
| **Operating Sources Subtotal** | **1,359,226** | **1,397,341** | **1,433,378** | **1,497,657** | **1,604,398** | **1,700,524** | **8,992,523** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | - | - | - | - | - | - |
| *Other State/Local Mutual Benefit* | 290 | 28,657 | 87,479 | 110,171 | 83,972 | 172,915 | 483,484 |
| Financing Proceeds Applied | 136,863 | 562,682 | 508,059 | 141,826 | 456,471 | - | 1,805,900 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **137,152** | **591,339** | **595,538** | **251,997** | **540,442** | **172,915** | **2,289,384** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 289,934 | 21,547 | 111,237 | 104,392 | 3,694 | 530,805 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | - | - | - | - | - | - | - |
| *Capital* | 114,515 | 413,177 | 267,878 | 270,044 | 381,506 | 374,398 | 1,821,518 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,895 | 4,601 | 2,828 | 2,259 | 2,847 | 2,847 | 18,276 |
| **Federal Grants to Amtrak Subtotal** | **117,410** | **707,712** | **292,253** | **383,540** | **488,745** | **380,939** | **2,370,599** |
| **Total Financial Sources** | **1,613,788** | **2,696,391** | **2,321,169** | **2,133,194** | **2,633,586** | **2,254,378** | **13,652,506** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 4,595 | 4,627 | 4,543 | 4,667 | 5,147 | 5,744 | 29,322 |
| Transportation | 251,459 | 254,325 | 262,378 | 298,368 | 330,462 | 337,598 | 1,734,589 |
| Equipment | 173,379 | 174,604 | 174,238 | 178,595 | 196,949 | 217,291 | 1,115,055 |
| Infrastructure | 106,551 | 106,342 | 103,563 | 106,389 | 117,323 | 130,930 | 671,098 |
| Stations | 38,490 | 38,409 | 37,353 | 37,994 | 41,899 | 46,758 | 240,903 |
| National Assets and Corporate Services | 293,623 | 291,480 | 291,869 | 301,323 | 335,027 | 370,379 | 1,883,702 |
| **Total Operating Uses** | **868,097** | **869,788** | **873,943** | **927,336** | **1,026,808** | **1,108,699** | **5,674,669** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **491,129** | **527,553** | **559,436** | **570,321** | **577,590** | **591,825** | **3,317,854** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | 30,396 | 95,308 | 127,021 | 155,903 | 224,155 | 193,665 | 826,447 |
| **Total Debt Service Payments** | **30,396** | **95,308** | **127,021** | **155,903** | **224,155** | **193,665** | **826,447** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **715,295** | **1,731,296** | **1,320,205** | **1,049,955** | **1,382,623** | **952,015** | **7,151,390** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 1 | 1 | 1 | 0 | 0 | - | 3 |
| Transportation | 18,808 | 30,721 | 19,875 | 62,570 | 70,495 | 24,616 | 227,085 |
| Equipment | 107,080 | 722,940 | 521,271 | 313,339 | 812,978 | 320,115 | 2,797,722 |
| Infrastructure | 204,820 | 423,505 | 337,556 | 279,780 | 275,715 | 397,956 | 1,919,332 |
| Stations | 130,478 | 170,133 | 120,659 | 104,857 | 83,650 | 66,211 | 675,988 |
| National Assets and Corporate Services | 27,307 | 25,969 | 21,981 | 20,781 | 20,481 | 20,435 | 136,954 |
| **Capital Expenditures** | **488,494** | **1,373,269** | **1,021,342** | **781,326** | **1,263,320** | **829,334** | **5,757,084** |
| Legacy Debt Repayments | 137,318 | 131,086 | 85,331 | 54,024 | 48,546 | 42,118 | 498,423 |
| **Total Capital Uses** | **625,812** | **1,504,355** | **1,106,673** | **835,350** | **1,311,865** | **871,451** | **6,255,507** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Remaining Carryover Balance** | **$ 89,483** | **$ 226,941** | **$ 213,532** | **$ 214,605** | **$ 70,758** | **$ 80,563** | **$ 895,882** |


# State Supported Service Line


63
AMTRAK

# State Supported Service Line

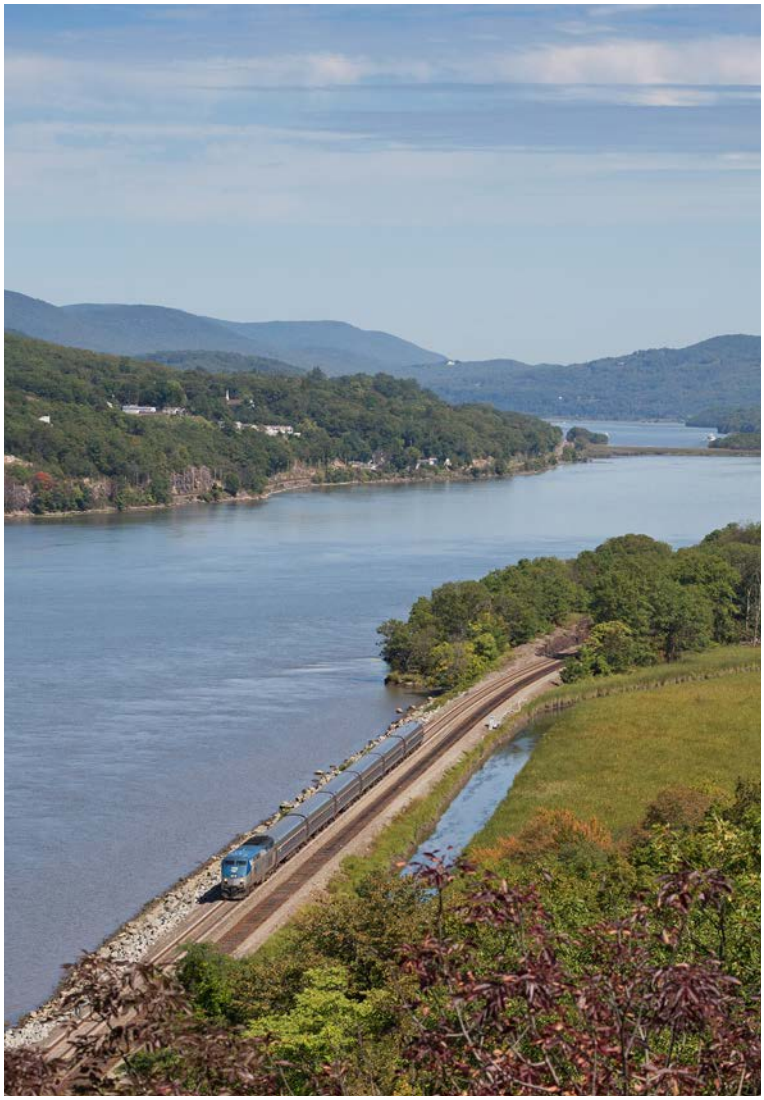
## Introduction

The mission of Amtrak's State Supported Service Line (SSSL) is to deliver and grow state corridor intercity passenger rail transportation and supporting services across the National Network, meeting the needs of our state partners and passengers. Our vision is to provide transportation services that exceed expectations while balancing state and federal partner goals and system efficiencies, in collaboration with all stakeholders.

Across the country, 29 routes are funded by 21 partners from 18 states, including state departments of transportation and authorities chartered specifically to administer individual rail corridors. Collectively, these transportation departments and other entities are referred to as State Partners, and the routes they fund are referred to as state-supported routes. All routes are under 750 miles in length as defined by 49 U.S.C. § 24102(13).

Amtrak believes that state-supported corridors are the future of rail passenger service in the U.S. The service characteristics of these corridors align with Amtrak's statutory goals and mission—many are trip time competitive; operate efficiently and they minimize the federal subsidy required. These corridors occupy rail's "sweet spot" for competitive products, and are aligned with trends of population growth, urban densification, and the nation's changing demographic trends. Today, the state routes carry just under half of Amtrak's total ridership and the different variations of the services operating today provide multiple models that can be applied across the country to seed new corridor services or grow existing ones.

SSSL has two primary customers: the passengers who use the services and the states that provide funding. State-supported services have been the fastest growing segment of Amtrak's rail network, linking urban areas with frequent, reliable rail service, and someday will become the dominant part of Amtrak services. In fact, state-supported routes have the highest share of passengers between 18-34 years old of all the service lines.



*Amtrak believes that state-supported corridors are the future of rail passenger service in the U.S.*

## *Our Building Blocks*

## Our Mission

Deliver and grow state intercity passenger rail transportation and supporting services across the National Network, meeting the needs of our state partners and passengers.

### *Intercity Passenger Rail Transportation*

As defined by PRIIA, the mission of Amtrak is to "provide efficient and effective intercity passenger rail mobility consisting of high quality service that is trip-time competitive with other intercity travel options." State Supported services are a core component for achieving this goal.

### *Supporting Services*

Passengers don't only begin and end journeys at our station. From booking a ticket to arriving at the station and riding a train, we must work to meet the variety of wants, needs, and expectations that they have. We need to provide the supporting services to help make our mode the preferred option for travel.

### *National Network*

State-supported and long-distance services comprise Amtrak's National Network and each service line's success is interdependent. We must work together with our Long Distance Service Line colleagues and other National Network stakeholders to make our shared network as integrated and efficient as possible.

### *State Partners*

Without State Partners, there are no state-supported trains. Our business is dependent on their satisfaction, and their willingness at the state level to continue funding their services.

### *Customers*

Without customers and demand for intercity rail travel, there is no reason for our State Partners to support their trains.

## Our Vision

Provide transportation services that exceed expectations while balancing State partner goals and system efficiencies, in collaboration with all stakeholders.

### *Transportation Experience*

We want all components of our customers' journeys to be seamless and not just focus on time spent on the train.

### *Exceed Expectations*

We want our customer's experience to be better than they expected.

### *Balance State Partner Goals and System Efficiencies*

Working with 21 State Partners, we know that many of them will have different policy goals and funding levels. Many of these differences can be addressed at the individual route level, but for some issues we need to develop solutions for the entire service line, or the company, that are a fair compromise among our individual goals.

### *Collaboration With All Stakeholders*

As we work out these compromises among us, we need to do so together with all stakeholders—State Partners, cities and towns, advocacy groups and others.

## *State Supported Product Offerings*

State-supported routes are a diverse collection of services, reflecting the states, regions, and cities they serve. Many routes offer multiple daily frequencies, though some routes have a single round trip per day. Most service is reserved, with tickets purchased for specific trains, but a few routes are unreserved and a ticket can be used at the customer's convenience on any train.

Generally these services are freestanding corridors, but in the Northeast some state-supported trains are extensions of Amtrak's Boston-Washington main line or *Northeast Regional* service. Additionally, other state-supported services operate over routes used by Long Distance trains. Finally, while the majority of service is diesel-powered, the *Keystone* Service in Pennsylvania is the only electrified Amtrak route off the NEC main line.


*State-supported corridors are the future of passenger rail in the U.S.*

## *Market Overview*

Over the last decade, ridership on state-supported routes increased by more than 10 percent, making it the fastest growing segment of Amtrak's services. In FY 2018, more than 65 percent of Amtrak's additional riders came from the state-supported network. State-supported routes strengthen the National Network by connecting nearby cities to each other, as well as connecting smaller communities to larger economic hubs. In some rural areas, Amtrak is the only provider of scheduled transportation.

More than 40 percent of state-supported routes carried more than 500,000 passengers, and five routes carried well over one million passengers. State-supported services also provide revenue to Amtrak's other service lines, contributing approximately $48 million in gross ticket revenue to the Northeast Corridor and Long Distance service lines through connecting passengers.

Amtrak demand correlates strongly to three primary statistics from economic growth: change in population, change in the average household income and the change in employment. Between 2006 and 2016, the population in counties served by state-supported trains grew by 7.2 percent. Forecasted growth to 2020 will continue this trend, offering greater opportunities to provide viable transportation options by connecting urban areas.

The entire National Network will ultimately be impacted by regional population shifts, and Amtrak is looking to capitalize on these shifts to increase service and add routes between major metropolitan areas currently not served and in regions of the country undergoing significant growth. From 2006 to 2016, the South and West both grew more than 12 percent, while population growth in the Northeast and Midwest increased only four percent. Texas, California, Florida, North Carolina and Georgia, the five states that added more than one million new residents during this ten-year period, are all located in these growing South and West regions.

While Amtrak has significant state-supported corridor services in the West Coast states, its service in the remainder of the South and West is limited to a few long-distance trains; an emerging network of state-supported routes in Virginia and North Carolina linked to the NEC; and a single state-supported round trip through Texas and Oklahoma.

**FY 2018 CONNECTING TICKET REVENUE & RIDERSHIP**

| | Riders | Ticket Revenue |
|---|---|---|
| **State Supported to Long Distance** | 543,982 | $38,529,464 |
| **State Supported to Northeast Corridor** | 215,391 | $9,487,977 |
| **Total** | **759,373** | **$48,017,440** |

## *Competitive Landscape*

Travelers have many ways to move between cities and Amtrak must provide a competitive offering to attract passengers. The service line looks to its State Partners to determine the service levels and, wherever possible, other aspects of the individual routes in order to provide the most efficient passenger rail services possible, at a competitive price that reflects the value that Amtrak delivers. In addition, we work hard to identify any and all opportunities to expand services.

While we offer a compelling alternative to automobile, airplane, and intercity bus travel, especially given increasing highway and aviation system congestion, Amtrak must consider its geographic positioning and connections with multimodal partners. One of the quickest ways to expand the network is through frequent and reliable bus connections bringing passengers from outlying communities directly to those served by passenger rail. In the coming year, augmenting the existing bus to rail markets and working strategically with bus providers is a key element of the company's overall growth plan.

As discussed above, we do not serve most of the fastest growing areas of the country with the greatest potential demand for short distance corridor and higher speed rail service. A key service line goal is to develop new and expanded services in these states/regions in the coming years, and the company will put forward its vision and plan in its upcoming reauthorization proposal. We believe that increasing population growth in the metropolitan areas of these regions coupled with limited capacity increases in the highway network will require states and regions that have not historically embraced intercity passenger service to reexamine the mode. For instance, opportunities to establish new service in certain corridors, such as between Mobile, AL and New Orleans, LA, exist in part because of strong support from the communities and regional rail authorities.

Amtrak also faces competition in the provision of state-supported services. While there are factors that may limit State Partners' ability to open all components of Amtrak-provided service to competitive bidders, many states use other providers for some of the services required for the operation of their state-supported trains or have done so in the past. All states are diligently pursuing opportunities to reduce costs, and there are many organizations with operating experience both in the U.S. and globally which are exploring ways to enter the U.S. market for intercity passenger rail.


## *Stakeholder Engagement and Recent Activities*

Just as there is a wide spectrum of routes, we work with a wide spectrum of organizations to plan, fund and administer the State Supported services.

These range from small teams in the rail offices of state departments of transportation looking for a turnkey passenger rail solution, to larger freestanding agencies chartered to manage their specific rail corridors. Within our regulatory and operating requirements, the State Supported team strives to give each partner a mix of rail services tailored to its needs. Amtrak and our State Partners collaborate through the State-Amtrak Intercity Passenger Rail Committee (SAIPRC), formally authorized in the FAST Act to address issues related to implementation of section 209 of PRIIA, to make sure that we are pursuing a mix of projects and initiatives that will produce benefits across our array of State Partners.

We proactively solicit the input from the 21 entities which contract for our service as well as the Federal Railroad Administration. While this service line plan largely incorporates Amtrak's overall strategic initiatives pertaining to growth, customer experience, improved OTP and other objectives, we have tried to include and align with as much as possible the aspirations of our partners as well as the priorities identified by SAIPRC.

Of SAIPRC's many roles, one that is most valuable to Amtrak is gathering state perspectives on the variety of issues that are facing us, and consolidating those perspectives into guidance for Amtrak's internal decision making processes. While many decisions can be made at the route level by individual states, on some issues we must come together as a community and make collective decisions that balance the needs of everyone. We look forward to further evolving these processes to help us all become more responsive to our markets and more nimble in our decision making.

In addition to our work directly with SAIPRC, the service line has been working to improve internal processes to speed up delivery of state requests as well as improve our forecasting and other financial functions on which work closely with state partners. In its report to Congress, SAIPRC identified five goals and five recommendations that are consistent with Amtrak's plans and message to Congress (above left).

### STATE SUPPORTED SERVICE LINE GOALS

1. *Drive economic growth through improved mobility*
2. *Grow ridership and revenue*
3. *Improve customer service and experience*
4. *Improve collaboration and partnership*
5. *Fiscal accountability and efficiency*

### SAIPRC RECOMMENDATIONS

1. *Dedicate funding for intercity passenger rail*
2. *Preserve access rights and improve OTP for intercity passenger rail services*
3. *Fully fund Amtrak and DOT grant programs*
4. *Advance Amtrak's fleet strategy*
5. *Maintain funding for SAIPRC*

Amtrak has made progress on several matters raised through SAIRPC's working groups, including the following:

*We proactively solicit input from the 21 entities withich contract for our service, as well as the Federal Railroad Administration.*

## SELF SERVICE REPORTING PORTAL

Through the recently-launched Self Service Reporting Portal, states are able to access customer and operating data for their routes. Using a querying tool, states can drill down by elements including specific trains, dates, city pairs, and more, in order to better understand their customer base, the performance of their various marketing campaigns, and other elements of their service. Prior to the launch of this portal, this information has been available to states through Amtrak staff running ad hoc queries. With the launch of the portal, we expect the activity of the Reports Working Group to include more interaction between State Partners, as they explore and discuss new ways of using the available data to manage their routes, as well as serving as a clearinghouse for identifying and prioritizing future data requests.

## MARKETING

To assist States in achieving their goals, Amtrak provides State partners with a centralized marketing structure that affords them a more efficient working team at the headquarters level. Initiatives exclusive to State Partners include a newly developed marketing program for the college and university market; guidance on pricing strategies for those states focused on ridership growth; partnership tools that include a marketing portal for use of relevant creative assets; and an Amtrak Webinar Series, providing State Partners the opportunity to participate in informative and timely Amtrak-led marketing seminars. Amtrak also develops company-wide initiatives that benefit state partners such as the newly launched Amtrak-branded Gift Card Program.

In addition to our work directly with SAIPRC, the service line has been working to improve internal processes to expedite state requests as well as tightening our forecasting and other financial functions. In FY 2018, we reduced the internal review period for approval of contracts and other business functions with the states.

# FY 2018 Performance and Results

## Ridership and Revenue Highlights

State Supported results improved slightly over FY 2017 performance despite challenges due to service disruptions.

- State Supported ticket revenue and ridership were up compared to FY 2017. SSSL revenues were $510.8 million, up 3.1% from FY 2017. SSSL ridership increased by 0.4%.
- Business class (7% of total trips) – ticket revenue was up 7.2% and ridership was up 6.7%
- Trips under 80 miles (one-third of total trips) – ticket revenue was up 5.7% and ridership was up 0.2%
- The *Pacific Surfliner* saw a 6.1% increase in revenue-per-rider (ticket revenue up 4.5%, ridership down 1.5%) due to effective pricing actions.
- The Amtrak *Cascades* derailment negatively affected ridership and revenue in addition to numerous disruptions due to weather events throughout the system.

**PERFORMANCE HIGHLIGHTS (FY 2018)**

**15.1M**
*Ridership*

**$510.8M**
*Ticket Revenue*

**1.92B**
*Total Passenger Miles*

**17¢**
*Revenue Per Available Seat Mile*

**19¢**
*Cost Per Available Seat Mile*

**89%**
*Cost Recovery Ratio*

## Customer Satisfaction Index (CSI)

Compared to FY 2017, CSI overall satisfaction was down 2.2 points. Through the various initiatives in this plan related to on-time performance and customer amenity improvements, our goal is to reverse this trend and improve CSI.

Underperforming routes include:

- ***Empire Service* South (4.1 points behind FY 2017).** Problem areas include OTP, information about delays and Wi-Fi.
- ***San Joaquins* (3.7 points behind FY 2017).** Problem areas include comfort attributes and clean bathrooms.
- ***Wolverines* (6.6 points behind FY 2017).** Problem areas include OTP, information about delays, Wi-Fi, comfort attributes and clean bathrooms.

# Strategy

## State Supported Service Line Strategies

- Strengthen relationships with existing State Partners.
- Incrementally improve the Section 209 cost sharing formula.
- Increase ridership and revenue by developing new corridors.
- Pursue new fleet acquisition and support fleet deployment.
- Enhance our products through customer-focused improvements.
- Establish capital partnerships with current and potential partners to leverage capital funds to make investments in fleet, facilities and infrastructure.
- Strengthen OTP and host railroad relationships.
- Maximize operational efficiencies to effectively manage costs.

**KEY BUSINESS DRIVERS**

| | FY 2018 Actual | FY 2019 Goal | FY 2024 Goal |
|---|---|---|---|
| **Ticket Revenue (adjusted)** | $510.8 million | $539.9 million | $640.9 million |
| **Ridership** | 15.1 million | 15.7 million | 17.4 million |
| **CSI** | 81.6 | 91.2 | 92.0 |
| **Initial Terminal Performance (ITP)** | 93.5% | 94% | 95% |
| **On Time Performance (OTP)*** | 77% | 79% | 82% |
| **Revenue Per Available Seat Mile** | 16.99 | 16.83 | 19.43 |
| **Cost per Available Seat Mile** | 19.01 | 18.23 | 20.74 |
| **Passenger Miles** | 1.92 billion | 1.98 billion | 2.20 billion |
| **Average Load Factor** | 41.5% | 42.5% | 45.3% |
| **Cost Recovery** | 89% | 92% | 94% |

*Beginning in FY 2019, Amtrak is using Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.


SIEMENS
F · 4611
CHARGER SC-44
AMTRAK
4611

## *Initiatives and Measures (FY 2020–FY 2024)*

| | Strategic Linkages | | |
|---|---|---|---|
| **Initiative and Summary** | **Supports Strategic Pillars** | **Asset Lines Impacted** | **Impacts Key Business Measures** |
| ***Fleet Improvement and Acquisition***<br>Undertake fleet refresh program across various fleet types to enhance on board customer experience and continue strategic fleet acquisitions to enable growth, increased performance and improved service delivery. | • Customer Impact<br>• Assets<br>• Safety & Operations | • Equipment | • Revenue<br>• Load Factor<br>• Safety<br>• OTP<br>• ITP<br>• eCSI |
| ***Route and Frequency Expansions***<br>Identify growth opportunities and work with interested stakeholders to advance expansion. | • Customer Impact | • Transportation | • Revenue<br>• Ridership |
| ***Address Reliability and On Time Performance***<br>Improve OTP by refining OTP metrics and collaborating with host railroads and State Partners to alleviate host responsible delay minutes and take measurable action to reduce Amtrak caused delays. | • Safety & Operations | • Transportation | • OTP<br>• ITP<br>• eCSI |
| ***Improve Access and Connectivity***<br>Improve availability of connectivity information. Aggressively advance service expansion opportunities for Thruway connectivity services. | • Customer Impact | • Transportation | • eCSI |
| ***Customer Amenity Improvements***<br>Discussed in detail on page 61. | • Customer Impact | • Transportation<br>• Stations<br>• Equipment | • eCSI<br>• Ridership<br>• Revenue |
| ***Targeted Outreach and Marketing***<br>Attract millennials and college students. | • Customer Impact | • Transportation | • Ridership<br>• Revenue |
| ***Fixed Asset Charge***<br>Develop and adopt method into the 209 policy. | • Assets<br>• Financial Stewardship | • Equipment<br>• Stations<br>• Infrastructure | • Revenue |
| ***Obtain Discretionary Grants***<br>Partner with states for discretionary grant opportunities. | • Assets | • Equipment<br>• Stations<br>• Infrastructure | |

## OVERVIEW OF PRIMARY INITIATIVES

### *Fleet Improvement and Acquisition*

Fleet enhancement is an area where we have made substantial advances. Some of our State Partners use state-owned fleets, while others use Amtrak owned fleets that are pooled across multiple routes, e.g., for state-supported routes that operate over the Northeast Corridor for a portion of the route.

We will continue the process we have begun with SAIPRC to jointly plan and procure replacements for the aging Amfleet I equipment that can offer the efficiencies of a shared pool and take advantage of technologies that have been developed around the world since Amtrak's last fleet procurement to ensure we meet and exceed customer expectations today and in the future.

Before the replacement fleet arrives, we will continue to work with State Partners make cost effective investments in our current fleet to upgrade its appearance and enhance passenger comfort, where possible. This effort will continue on the Amfleet I equipment and expand to Amfleet IIs and Horizons.

By the end of FY 2024, nearly all Amtrak passengers traveling regionally within the Midwest, as well as most passengers on the *San Joaquin* corridor in California will also be on board new state-owned equipment.

*More detail on Amtrak's fleet activities can be found in the Equipment Asset Line Plan.*

### *Address Reliability and On Time Performance*

Along with LDSL routes, our services continue to face OTP challenges driven by host railroad delays as discussed in the plan overview beginning on page 68. Based on our experience in periods of higher and lower OTP performance, we are confident that improvements to OTP will improve customer satisfaction, ridership and revenue, and reduce costs as operations become more reliable and predictable.

We are proposing to our State Partners that we create an OTP Working Group to serve as a forum to discuss our shared challenges and share information about approaches that different states or routes might pursue to improve OTP. Amtrak's Host Railroad group believes this will be an important addition to our overall efforts to improve OTP.

### *Improve Access and Connectivity*

With few exceptions, passengers do not begin and end their journeys at train stations. While the train can bring them to places not well-served by plane or bus, most journeys require a trip to and from the station via private car, public transit, or ride sharing providers. At many large stations these options are well known and visible at the station; however, at medium and smaller-sized stations on the national network these connectivity options are less visible and not widely known. We continue to explore ways to more easily gather connectivity information from local experts and share it across our various platforms, including our website and mobile app.

Along with these options, Thruway Bus service with guaranteed connections to Amtrak trains extends the reach of Amtrak to communities without rail service. SSSL partners with Amtrak Services to increase opportunities for Thruway Bus expansion.


In some regions, stations serving state-supported routes may have high enough service levels and ridership to support additional integration between intercity passenger rail and other connecting modes. Where appropriate, we will work with State Partners on a case-by-case basis to explore options to integrate their state-supported routes with other connecting transportation and platforms. While options like these have existed in Europe for years, widespread adoption in the U.S. has yet to occur. Depending upon state interest, we could foresee a future with integrated door-to-door transportation provided through a single ticket.

## Route and Frequency Expansions

The service line works together with State Partners to determine service levels and expansion plans for the routes they support. In FY 2018, Amtrak worked closely with Virginia, Connecticut and North Carolina to expand service and supported the Gulf Coast Working Group's efforts to establish service between Mobile, AL and New Orleans. The service line expects to expand service in at least three corridors in the near term, including an additional *Pacific Surfliner,* an additional *Northeast Regional* to Norfolk, and extending certain S*huttles* to Greenfield, MA.

## Customer Amenity Improvements

**Station Experience.** In FY 2018 we completed a joint project with State Partners to evaluate potential features that could be included in a replacement Quik-Trak station kiosk. In the coming years we will begin building the replacement Quik-Trak kiosks as well as working with our partners to jointly develop and implement additional standards and goals for our stations.

**Bike Racks.** State Partners have been longtime advocates of making trains bike-friendly. Since 2016 Amtrak has had a pilot program with roll-on bike racks in a limited number of Amfleet I coaches that are used on the *Vermonter*. After testing, the results continue to be positive and the bike racks remain popular among cyclists and generate incremental revenue on the NEC and State Supported segments. Amtrak has proposed to states who use Amfleet I equipment in the Northeast to expand the program to other Northeast routes.

**Point of Sale.** Amtrak is in the process of piloting a new Point of Sale (POS) system for food and beverage sales using handheld devices on the *Heartland Flyer.* After successful testing (as measured by technical functionality, CSI and financial impacts), this program will be extended across the entire Amtrak network with State Supported routes completed by the end of 2019. This system will improve the reliability of food and beverage revenues, reduce time-consuming manual processes and improve inventory management reporting.

**Upgraded Business Class.** SSSL is working with the Product Development & Customer Experience team to develop concepts for improving the business class experience and will introduce a pilot program this year.

**Hospitality Standards.** There are a number of projects underway to enhance the customer-focus and demeanor of our frontline staff. This includes a review of hiring and training practices, incentive programs, and other activities to promote a more engaged customer-facing workforce in our stations and on board our trains.

*Amtrak's pilot program with roll-on bike racks remains popular.*

## Targeted Outreach and Marketing

With our State Partners, as part of our overall campaigns to grow ridership and increase yield, we will continue to target millennials and college students. A plan is under development with SAIPRC for specific approaches to be taken this year to increase ridership among these demographics. Our field staff will work with State Partners to engage colleges and universities, from special game day trains to providing shuttle services from train stations to campuses, as well as identifying other opportunities to attract these customer segments.

## Fixed Asset Charge

The Section 209 Cost Methodology Policy called for a capital charge to be funded by State Partners for use of Amtrak-owned equipment, fixed assets and other investments not owned by Amtrak but required to maintain or enhance service. While Amtrak and State Partners have implemented the capital charge for equipment, we have not yet implemented a capital charge for Amtrak fixed assets.

It is important that we no longer delay working through developing the details of a fixed asset charge to help maintain those assets in a state of good repair. This is also necessary to fully enact the 209 Policy and be in compliance with the legislative mandate. To that end, we anticipate collaborating with SAIPRC to improve states' understanding of the capital investments supporting their routes, prioritizing future investments, and developing joint funding approaches.

By developing a common framework for investment in fixed assets, we aim to increase our capital investments in those assets in partnership with our State Partners. Amtrak will dedicate capital funds to match with State Partners to improve these assets.

## Obtain Discretionary Grants

Amtrak will continue to work aggressively with states to obtain capital investment funds to improve existing service and create new opportunities for growth by providing matching capital funds to drive strategic investments in infrastructure, equipment and facilities.

## *Risks and Environmental Factors*

### DIVERSITY OF STAKEHOLDERS

Each state has its own goals and objectives. While many are shared by Amtrak, and with the understanding that there will always be a desire for some level of customization, we should nonetheless look for opportunities to build on the strengths of each individual service. Throughout the planning process the service line hopes to better articulate its goals to achieve improved alignment with our State Partners.

### FUNDING

Our success depends in large part on a reliable funding stream from our State Partners and Congress. In many states, annual operating and capital funding is subject to annual state appropriations. Amtrak recognizes states make tough choices to fund their passenger rail services and Amtrak will continue to work with state transportation departments and agencies to describe the benefits of intercity passenger rail to state legislatures and local governments.

Likewise, Amtrak will continue to inform and educate Congress and the Administration on the importance of federal funding for Amtrak to continue our operating and capital contributions to State Supported services and increase capital investments to permit greater Amtrak investment in route expansion, fleet, technology and station and facility improvements in partnerships with states.

### HOST RAILROAD PERFORMANCE

OTP and reliability remain challenges due to freight train interference. Host railroads are also resistant to accommodating new, additional or rerouted Amtrak trains on their lines, even though their improvements bring joint benefits to freight operations. Invariably, host railroads seek large up-front capital investments to increase capacity which places a major constraint on Amtrak's ability to optimize and expand its network and services. Potential host railroad downgrading or abandonment of rail lines used by Amtrak also pose a threat to several State Supported routes.

*Our continued success depends in large part on a reliable funding stream from our State Partners and Congress.*

# *Conclusion*

The next few years will be important for the state-supported services and for rail passenger service in general. The strategy for the service line is fundamentally based on growing ridership and revenue. Every initiative outlined from improvements to customer experience, on time performance and the acquisition of new fleet is a means to that end. We look forward to continuing to improve our relationships with the states to create a true partnership and a commonwealth of knowledge and trust to grow these services.

# Profit & Loss Analysis

## State Supported Service Line (FY 2019–FY 2024)

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 539,992 | 569,166 | 590,459 | 606,766 | 623,137 | 640,996 | 3,570,516 |
| *Charter/Special Trains* | 2,517 | 2,517 | 2,517 | 2,517 | 2,517 | 2,517 | 15,105 |
| *Food and Beverage* | 26,966 | 29,252 | 31,100 | 31,622 | 32,135 | 32,718 | 183,793 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | 237,673 | 241,238 | 244,857 | 248,530 | 252,258 | 256,042 | 1,480,597 |
| *PRIIA 212 Operating Payments* | - | - | - | - | - | - | - |
| *Commuter Operations* | - | - | - | - | - | - | - |
| *Reimbursable Contracts* | 0 | 0 | 0 | 0 | 1 | 1 | 3 |
| *Access Revenue* | - | - | - | - | - | - | - |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | - | - | - | - | - |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 10,845 | 11,062 | 11,279 | 11,500 | 11,725 | 11,955 | 68,366 |
| **Operating Sources Subtotal** | **817,994** | **853,236** | **880,212** | **900,936** | **921,773** | **944,229** | **5,318,380** |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | 68,000 | 67,800 | 68,300 | 60,700 | 62,000 | 92,744 | 419,544 |
| *PRIIA 212 Capital Payments* | - | - | - | - | - | - | - |
| *Other State/Local Mutual Benefit* | 15,009 | 46,582 | 3,690 | 11,372 | 1,910 | 2,933 | 81,497 |
| Financing Proceeds Applied | - | - | - | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **83,009** | **114,382** | **71,990** | **72,072** | **63,910** | **95,677** | **501,041** |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 108,781 | 8,829 | 4,276 | 7,278 | 22 | 129,185 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | 68,044 | 67,548 | 65,139 | 64,572 | 63,699 | 62,743 | 391,745 |
| *Capital* | 226,854 | 314,671 | 231,609 | 250,715 | 366,004 | 321,097 | 1,710,950 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,841 | 3,955 | 2,215 | 1,657 | 2,233 | 2,233 | 15,133 |
| **Federal Grants to Amtrak Subtotal** | **297,739** | **494,954** | **307,792** | **321,219** | **439,214** | **386,095** | **2,247,013** |
| **Total Financial Sources** | **1,198,742** | **1,462,572** | **1,259,993** | **1,294,227** | **1,424,898** | **1,426,001** | **8,066,433** |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 5,782 | 6,036 | 6,184 | 6,340 | 6,458 | 6,580 | 37,381 |
| Transportation | 375,402 | 393,134 | 405,219 | 415,574 | 424,849 | 435,327 | 2,449,505 |
| Equipment | 174,898 | 182,593 | 187,053 | 188,245 | 191,756 | 195,361 | 1,119,906 |
| Infrastructure | 29,856 | 30,909 | 31,426 | 32,221 | 32,822 | 33,439 | 190,674 |
| Stations | 82,790 | 85,766 | 87,156 | 88,617 | 90,269 | 91,966 | 526,564 |
| National Assets and Corporate Services | 217,310 | 222,344 | 228,311 | 234,510 | 239,318 | 244,300 | 1,386,094 |
| **Total Operating Uses** | **886,039** | **920,784** | **945,350** | **965,508** | **985,472** | **1,006,972** | **5,710,124** |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **(68,044)** | **(67,548)** | **(65,139)** | **(64,572)** | **(63,699)** | **(62,743)** | **(391,745)** |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | - | - | - | - | - | - | - |
| **Total Debt Service Payments** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **312,704** | **541,788** | **314,643** | **328,719** | **439,426** | **419,029** | **2,356,309** |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | - | - | - | - | - | - | - |
| Transportation | 27,158 | 33,856 | 12,599 | 12,313 | 12,516 | 8,880 | 107,323 |
| Equipment | 96,544 | 285,436 | 117,901 | 143,788 | 263,760 | 230,626 | 1,138,056 |
| Infrastructure | 81,068 | 77,667 | 59,707 | 54,510 | 51,246 | 51,245 | 375,442 |
| Stations | 50,479 | 68,220 | 56,302 | 60,786 | 57,402 | 55,980 | 349,168 |
| National Assets and Corporate Services | 26,376 | 24,747 | 20,588 | 19,215 | 19,015 | 18,975 | 128,916 |
| **Capital Expenditures** | **281,625** | **489,926** | **267,098** | **290,612** | **403,940** | **365,705** | **2,098,905** |
| Legacy Debt Repayments | 14,608 | 13,026 | 10,610 | 3,884 | 3,393 | 2,555 | 48,077 |
| **Total Capital Uses** | **296,233** | **502,952** | **277,708** | **294,495** | **407,333** | **368,261** | **2,146,982** |
| **Remaining Carryover Balance** | **$ 16,470** | **$ 38,836** | **$ 36,935** | **$ 34,224** | **$ 32,093** | **$ 50,769** | **$ 209,327** |


# Long Distance Service Line

# Long Distance Service Line

## Introduction

The Long Distance Service Line (LDSL) provides a safe and unique intercity transportation experience, connecting the Nation's major regional metropolitan areas with some 300 diverse and varied communities along Amtrak's network. By offering an alternative to automobiles, long-distance routes help reduce traffic congestion and greenhouse gas emissions by offering a convenient, comfortable and cost-sensible surface transportation alternative that contributes to the economic vitality of the communities they serve.

As set forth in law, LDSL contributes to the federal goal of developing a national multimodal surface transportation system. LDSL comprises 15 long-distance routes ranging from 764 to 2,438 miles, operating through 39 states. With connecting trains and Thruway buses, they provide service to 47 of the 48 contiguous United States, stopping at roughly 60% of Amtrak's 545 served stations. In FY 2018, these routes carried 4.5 million riders and generated $441 million in ticket revenue, or approximately 14% of Amtrak's ridership and 21% of revenue.

The LDSL's funding sources include passenger revenue, infrastructure access fees and ancillary revenues from the National Network, as well as significant capital and operating support from the federal government through appropriations to the National Network. In FY 2018, the National Network (comprising long distance and state-supported routes) received $1.3 billion in federal support for operating and capital needs. As such, the LDSL has two primary customers: the ticket-purchasing travelers using long distance services and the federal government.

Of this amount, $543.2M funded operating losses on long-distance routes. Over the past five years, the average subsidy per passenger on long distance routes has been reduced from $132 per passenger in FY 2013 to $120 in FY 2018. The company remains focused on reducing the federal subsidy even further, consistent with its statutory mandate to minimize federal subsidies.[1]

Congress plays a pivotal role in the structure of the long distance network; it authorized funding through the FAST Act in 2015 for the current basic route structure, and in previous authorizations played a more direct role in establishing current long distance routes. While Amtrak has the authority to make changes to this network consistent with our statutory mission, changes are typically considered through Amtrak's authorization to provide Congress, the Executive Branch, stakeholder groups and affected communities an opportunity to discuss the goals for the long distance network and necessary levels of funding and investment. Therefore, this service plan outlines Amtrak's current strategy for the LDSL for the duration of the FAST Act and into the future, assuming the current network and services remain unchanged. Amtrak will make recommendations to Congress regarding the future of these services as part of a comprehensive National Network plan.

**LONG DISTANCE SERVICE LINE AT-A-GLANCE**

**15**
*Long Distance routes across the country*

**47**
*Continguous U.S. states served (including connecting services)*

**764**
*Length, in miles, of shortest route,* Capitol Limited *(Washington–Chicago)*

**2,438**
*Length, in miles, of longest route,* California Zephyr *(Chicago–Emeryville)*

1. 49 U.S.C § 24101(c)(1).

## *Key Issues*

The LDSL will address three significant challenges within the next few years to improve operating performance: improving the poor on-time performance (OTP) of most trains; replacing old equipment; and restructuring the marketing and delivery of long-distance services to reflect the changing demographics of the nation.

Recent trends show why these challenges must be addressed. Total long-distance ridership was down 5.1% between FY 2013 and FY 2018 while total long- distance ticket revenue (adjusted for inflation) dropped 14.6 %. While a small portion of the decline is due to the unusually large number of long-distance trains impacted by service disruptions during 2018, the majority is attributable to other, continuing factors: poor on time performance (OTP), aging equipment and reduced demand, particularly for longer distance trips, due to demographic changes and increased air competition.


### ON TIME PERFORMANCE

In FY 2018, Amtrak's long-distance OTP—the percentage of long-distance trains arriving at their end point within 30 minutes of scheduled arrival—was only 48.5%[2], meaning less than half of all trains arrived on-time. Attracting and retaining customers is a massive challenge when Amtrak is able to deliver the advertised service less than half the time. OTP is the single biggest influencer of customer satisfaction and the biggest impediment to the success of the service line affecting two key segments of our long distance customers: (1) discretionary, long distance leisure travelers seeking the train travel experience who, because they have longer average trip lengths, are the most likely to experience multi-hour delays, and (2) short-haul passengers using long distance trains for business and other corridor travel, whose trips are generally more time-sensitive.

Delays attributed to host railroads accounted for over 62.6% of all delay minutes for the service line in FY 2018. The lion's share of these host railroad-responsible delay minutes results from freight train interference (FTI), most caused when a railroad gives freight trains preference over Amtrak passenger trains in violation of federal law. The impact of these delays is particularly severe on long-distance routes. Over 20% of long distance trains arrived at their destination more than two hours late during FY 2018. On the New York-to-New Orleans *Crescent* route, over half of all trains were over two hours late. As discussed in the Service & Asset Line Plan Overview, worsening OTP problems caused by failure to give Amtrak trains preference must be addressed by policymakers if long distance services are to remain viable.

2. Adjusted for inflation

## EQUIPMENT

As Amtrak nears its 50th year of operations, most of its long-distance fleet has reached or is approaching the end of its useful life, meaning it needs to be retired due to age, reliability, and functional obsolescence and replaced with modern equipment. For example, the average age of Amtrak's P-42 fleet—our principal diesel locomotive—is 20 years, with over 3.34 million miles of service achieved. Because of low reliability, many LDSL trains must operate with two of these locomotives to protect against breakdowns, increasing operating expense and the number of locomotives we must maintain. Additionally, these aging P42s burn fuel more fuel and produce greater emissions compared to modern equipment, requiring an EPA emissions waiver for current use.

In FY 2018, Amtrak began developing a comprehensive fleet strategy to improve, replace, and modernize the fleet. The strategy is summarized herein and detailed in the Equipment Asset Line Plan. Until replacement equipment is delivered, LDSL fleet availability is constrained, and Amtrak will need to continually review consist configuration and maintenance practices to optimize use of the existing fleet.

### AMTRAK'S P42 DIESEL LOCOMOTIVES

**190**

*Locomotives in Our Fleet*

**20**

*Average Years in Service*

**3.34M**

*Average Service Miles*

## DEMOGRAPHICS AND COMPETITIVE MARKETPLACE

Amtrak has operated many of its long-distance routes since it began operations in 1971, and most of those routes had been operated for many decades prior to that. The accommodations, food service and amenities provided on long-distance trains have also changed very little in the nearly half century since Amtrak's inception.

As a result, Amtrak's long-distance service does not reflect the dramatic changes in demographics discussed in the Service & Asset Line Plan Overview. Long-distance trains have little attraction for Millennials, the nation's largest population group which already accounts for more travel spending than any other age cohort. Only 16% of adult long distance passengers are less than 35 years old. While long distance trains serve an important transportation function in some rural areas, less than 20% of Amtrak's long-distance passengers—fewer than a million annually—are traveling to and/or from a station located in an area with a population of less than 50,000. Recent and projected future population growth is concentrated in metropolitan areas in which long-distance trains are not a viable competitive option for most intercity trips.

Current long-distance services also do not reflect the changes in the competitive marketplace since Amtrak's formation. Airline deregulation and the resulting restructuring of the airline industry have significantly reduced air fares for non-business travelers who account for over 90% of Amtrak's long-distance passengers. This has made rail less price competitive for travelers between route endpoints and other major city pairs, constraining long-distance revenues and ridership. The number of coach passengers traveling over 600 miles on long-distance trains has declined 24.6% in just the past five years. Trip times on many long distance routes have become longer due to poor on-time performance and host railroad reductions in track speeds, while driving times have decreased due to speed increases on parallel interstate highways. Equipment designed and built 35-40 years ago, and on board service models that predate Amtrak's creation, do not reflect the preferences of today's travelers. The services Amtrak provides on routes served by long-distance trains must change to reflect these developments if Amtrak is to remain relevant.

# *Long Distance Product Offerings*

LDSL routes provide three classes of passenger service: Coach, Business, and Sleeper. **Coach class,** which is available on all long-distance trains, offers reclining seats with ample legroom for passengers' comfort, each with access to power outlets. **Business class** is available on four LDSL routes (*Cardinal, Coast Starlight, Lake Shore Limited, Palmetto*) providing additional amenities and extra legroom. **Sleeper class** is available on all LDSL routes except the *Palmetto*. Sleeper passengers enjoy the privacy of their own room (many with a private restroom and shower), prepaid meals (except on the *Silver Star*), turndown service, and access to lounges in select stations.

### LONG DISTANCE SERVICE SUMMARY

| Train Name | City Pairs | Frequency |
|---|---|---|
| **Auto Train** | Lorton, VA – Sanford, FL | Daily |
| **California Zephyr** | Chicago, IL – Oakland, CA | Daily |
| **Capitol Limited** | Chicago, IL – Washington, DC | Daily |
| **Cardinal** | Chicago, IL – New York, NY | 3x/week |
| **City of New Orleans** | Chicago, IL – New Orleans, LA | Daily |
| **Coast Starlight** | Los Angeles, CA – Seattle, WA | Daily |
| **Crescent** | New York, NY – New Orleans, LA | Daily |
| **Empire Builder** | Chicago, IL – Seattle, WA /Portland, OR | Daily |
| **Lake Shore Limited** | Chicago, IL – New York, NY/Boston, MA | Daily |
| **Palmetto** | New York– Savannah, GA | Daily |
| **Silver Meteor** | New York– Miami, FL | Daily |
| **Silver Star** | New York, NY – Tampa/Miami, FL | Daily |
| **Southwest Chief** | Chicago, IL – Los Angeles, CA | Daily |
| **Sunset Limited** | Los Angeles, CA – New Orleans, LA | 3x/week |
| **Texas Eagle** | Chicago, IL – San Antonio, TX<br>Chicago, IL – Los Angeles, CA | Daily<br>3x/week |

The key characteristics of long-distance customers include:

- Coach class represents 82% of trips.
- Sleeper class represents 15% of trips and 38% of ticket revenue.
- Business class represents 3% of trips.
- Customers are 58% female and 42% male.
- 37% of adult customers are 65 or older.
- 64% travel round-trip.
- 43% of customers are employed and 40% are retired; college students, homemakers and persons who are not employed account for most of the remainder.
- 45% have a household income of less than $50,000.
- Traveling purpose: 8% business; 60% visit family or friends/ personal or family business; 28% vacation/leisure.
- Average coach trip length is 468 miles. Average sleeper trip is 995 miles.

THE AMTRAK NETWORK LONG DISTANCE ROUTES


## *Market Overview*

Amtrak is the only provider of regularly-scheduled long-distance intercity passenger rail service in the contiguous United States. This service also provides revenue to Amtrak's other service lines, contributing approximately $12 million in gross ticket revenue to the Northeast Corridor and State Supported Service Lines through connecting ridership.

Additionally, Amtrak's network of Thruway connections—primarily buses, but also including van, taxi, commuter rail and ferry services—extends the long-distance network into communities not directly served by Amtrak trains. In FY 2018, approximately 320,000 passengers used Thruways to connect to/from long distance trains. Amtrak also strategically partners with other first mile/last mile transportation providers to connect both urban and rural areas to Amtrak stations and long-distance rail service. Continued development of these feeder mechanisms will be required to improve the bottom line.

### FY 2018 CONNECTING TICKET REVENUE & RIDERSHIP

| | Riders | Ticket Revenue |
|---|---|---|
| **Long Distance to State Supported** | 305,328 | $9,037,237 |
| **Long Distance to Northeast Corridor** | 55,405 | $3,007,479 |
| **Total** | **360,733** | **$12,044,716** |

## *Competitive Landscape*

The LDSL competes with air, bus and auto travel for customers. Trip times are not competitive with air, but are competitive with auto and bus in some markets, particularly those that are too long to drive in a day. Most long-distance passengers live in major metropolitan regions and 50% of all long-distance trips in FY 2018 were made by customers who lived within 11 miles of their originating station.

The distribution of the trips over the length of long-distance routes varies significantly. On the non-stop *Auto Train*, all customers travel from the route origin to the route destination. On the *Silver Star* and the *Silver Meteor* that also link the Northeast and Florida, only 1% of the customers traveled between New York Penn Station and Miami, the trains' endpoints. On average, only 8% of long-distance customers traveled from the route origin to the route destination.

*The top three reasons our LDSL customers choose Amtrak are the uniqueness of train travel, comfort/relaxation/enjoyment, and a preference not to drive. Of note, very few LDSL customers report choosing to travel by LDSL trains because of a lack of other transportation options, highlighting the importance of the experience itself.*

*Riders enjoy a game of cards onboard the* Cardinal.

# FY 2018 Performance and Results

## Ridership and Revenue

LDSL ticket revenues and ridership were both down compared to FY 2017. LDSL ticket revenues were $441.1 million, $23.8 million below FY 2017. LDSL ridership was 4,513,000, down 3.9% from the FY 2017 total of 4,698,000.

Weather and other events impacted revenue and ridership: a series of winter storms in the Northeast; Hurricane Florence in the Southeast; a tunnel collapse and related trackwork impacting the *Coast Starlight*; and truncated *Lake Shore Limited* and *Cardinal* service due to New York Penn Station trackwork. These service disruptions caused an estimated loss of 162,800 passengers and $19.2 million in ticket revenue.

While difficult to quantify, the two Amtrak derailments in FY 2018 were responsible for a measurable decrease in demand. Although year-over-year new customer trips were down for most of the year, the shortfall showed a significant additional negative trend after the February 2018 derailment. (There was not a similar decline in the year-over-year change in trips made by returning customers.)

**Markets that experienced significant growth include:**

- **Trips within the NEC on the *Palmetto* (0.6% of total LDSL trips, but 2.6% of total LDSL ticket revenue).** Ticket revenue was up 36% ($3.6 million) and ridership was up 22%.
- **Travel in the Los Angeles to Seattle city-pair was up 33% and ridership was up 35% due to effective revenue management.**

Notably, LDSL trips continue to shift to shorter city-pairs. For trips under 300 miles (39% of total trips), ticket revenue was up 6.3% and ridership was up 0.6%. However, for trips over 600 miles (34% of total trips), ticket revenue was down 4.3% and ridership was down 7.7%. The shift to shorter distance trips was caused by the reduction in demand for longer distance trips, which, in turn, led to Amtrak pricing adjustments to stimulate shorter distance trips.

**Routes that underperformed compared to FY 2017 include:**

- ***Empire Builder* (ridership down 5.6%, ticket revenue down 2.7%)**. Nearly all of the loss was in coach.
- ***Southwest Chief* (ridership down 8.8%, ticket revenue down 7.2%)**. Most of the loss was in coach.

The only long-distance route on which both ridership and revenue increased in FY 2018 was the *Crescent* (ridership up 6.2%, ticket revenue up 7.3%), on which ridership was adversely impacted in FY 2017 when New York Penn Station track work required the train to terminate in Washington during the summer.

**PERFORMANCE HIGHLIGHTS (FY 2018)**

**4.5M**
*Ridership*

**$441M**
*Ticket Revenue*

**2.450M**
*Total Passenger Miles*

**12¢**
*Revenue Per Available Seat Mile*

**24¢**
*Cost Per Available Seat Mile*

**49%**
*Cost Recovery Ratio*


Empire Service train 230 travels past Harlem as one of Amtrak's first scheduled revenue service trains to return to Grand Central Terminal after more than a quarter century.

## CUSTOMER SATISFACTION INDEX (CSI)

The Customer Satisfaction Index score for LDSL was 70.0, down from FY 2017's score of 73.9. The Amtrak system-wide overall satisfaction score was 77.7, 2.4 points below FY 2017.

Underperforming routes on which scores decreased from FY 2017 include:

- ***Empire Builder*** **(5.7 point decrease).** Problem areas include OTP and information provided to customers about delays.
- ***Lake Shore Limited*** **(3.9 point decrease).** Problem areas include OTP and information provided to customers about delays.
- ***Crescent*** **(12.1 point decrease).** Problem areas include OTP and information provided to customers about delays.
- ***City of New Orleans*** **(6.5 point decrease).** Problem areas include the quality of the dining car experience and restroom cleanliness.
- ***Capitol Limited*** **(10.8 point decrease).** Pproblem areas include OTP and information provided to customers about delays, restroom cleanliness and food service.

# Strategy

## *Long Distance Service Line Strategies*

- Expand Positive Train Control implementation to all LDSL routes to improve safety.
- Improve OTP and strengthen train performance.
- Effectively position LDSL products and services to the needs of new and growing customer segments while exploring strategies to preserve intercity mobility for underserved communities and populations.
- Identify and implement operational efficiencies.
- Evaluate service model to improve revenue performance.
- Evaluate and implement customer service improvements.
- Acquire new and improve existing fleet.

**KEY BUSINESS DRIVERS**

| | FY 2018 Actual | FY 2019 Goal | FY 2024 Goal |
|---|---|---|---|
| **Ticket Revenue (adjusted)** | $441 million | $458 million | $505 million |
| **Ridership** | 4.5 million | 4.5 million | 4.76 million |
| **CSI** | 70.0 | 83.0 | 85.7 |
| **Initial Terminal Performance (ITP)** | 84.8% | 88% | 95% |
| **On Time Performance (OTP)*** | 43.2% | 50% | 50% |
| **Revenue Per Available Seat Mile** | $0.1181 | $0. 1188 | $0. 1318 |
| **Cost per Available Seat Mile** | $0.2395 | $0. 2410 | $0. 2388 |
| **Passenger Miles** | 2,450 million | 2,455 million | 2,581 million |
| **Average Load Factor** | 55.1% | 55.0% | 57.4% |
| **Cost Recovery** | 49% | 49% | 55% |

*Beginning in FY 2019, Amtrak is using Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

## *Initiatives and Measures (FY 2020–FY 2024)*

| Initiative and Summary | Strategic Linkages | | |
|---|---|---|---|
| | Supports Strategic Pillars | Asset Lines Impacted | Impacts Key Business Measures |
| ***Fleet Planning and Acquisition***<br>Analyze, design and implement modifcations of Viewliner II food service cars to reflect new food service models. Analyze equipment requirements and operational cost impacts associated with replacing existing equipment fleet. | • Customer Impact<br>• Assets<br>• Safety & Operations | • Equipment | • Revenue<br>• Load Factor<br>• Safety<br>• OTP |
| ***Network Design***<br>Continue efforts to develop partnerships to mitigate anticipated increases in operating and capital costs associated with operation of the *Southwest Chief* route; determine feasibility of adding frequencies on certain routes; develop updated network proposal as part of Amtrak's FAST Act reauthorization proposal.. | • Customer Impact | • Transportation | • Revenue<br>• Cost |
| ***New Marketing Plan***<br>Create the promotions/advertising necessary to target the right potential customer segmentation. | • Customer Impact | • Transportation | • Ridership<br>• Revenue |
| ***Introduce an Experiential Service Class***<br>Design and deliver a service model consisting of higher quality amenities and services that will appeal to the discerning leisure traveler. | • Customer Impact | • Equipment | • Ridership<br>• Revenue<br>• CSI |
| ***Cost Driver Analysis***<br>Analyze costs to determine if opportunities exist to reduce costs and produce efficiencies. | • Financial Stewardship | • Equipment<br>• Transportation | • Revenue<br>• Cost |
| ***New Food Service Model***<br>Evaluate results from new food service model on the *Capitol Limited* and *Lake Shore Limited* and expand the model to other routes based on the results. | • Strategy<br>• Customer Impact | • Equipment<br>• Transportation | • Ridership<br>• Revenue<br>• Load Factor |
| ***Address Reliability and On-Time Performance***<br>Collaborate with host railroads to alleviate host responsible delay minutes and take measurable action to reduce Amtrak caused delays. | • Customer Impact<br>• Safety and Operations | • Equipment<br>• Transportation | • Revenue<br>• Ridership |
| ***Collaborate with the State Supported Service Line***<br>Work with the State Supported Service Line to maximize and cross utilize services on shared corridors. | • Strategy<br>• Customer Impact | • Transportation | • Revenue<br>• Ridership |

## LONG DISTANCE INITIATIVES TIMELINE

| FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---|---|---|---|
| *Fleet Planning and Acquisition* | | | | |
| *Network Design* | | | | |
| *New Marketing Plan* | | | | |
| *Introduce an* Experiential *Service Class* | | | | |
| *Cost Driver Analysis* | | | | |
| *New Food Service Model* | | | | |
| *Address Reliability and On-Time Performance* | | | | |
| *Collaborate with the State Supported Service Line* | | | | |

## OVERVIEW OF PRIMARY INITIATIVES

### *Fleet Planning and Acquisition*

The need to acquire new equipment provides the opportunity to accomplish several goals including:

- Modernizing equipment and amenities to match updated service models and improve customer experience.
- Redesigning train consists to match passenger demand, create operating efficiencies, and reduce capital needs.
- Reducing car and locomotive maintenance and turnaround costs which amount to 57% of all long distance route variable costs.
- Reducing engine and car related mechanical delays, increasing on-time performance.

The LDSL is collaborating with the Operations, Mechanical, and Finance departments to determine the financial impact of the re-fleeting. *The Equipment Asset Line Plan provides additional information about Amtrak's efforts.*

- **Viewliner II.** Deliveries of remaining cars (baggage-dormitory and sleeping) expected through 2020
- **Diesel Locomotives.** A contract was awarded in December 2019 for 75 new locomotives. Delivery of these locomotives will occur in the early 2020s.
- **Amfleet II.** A decision in early 2019 is expected regarding expanding the Amfleet I replacement solution, which may provide the basis for an Amfleet II replacement solution. If so and provided there is sufficient clarity regarding the long-term LDSL network with adequate federal funding, Amfleet II replacements could be ordered as an option to the Amfleet I order, or as part of the base order potentially delivering new vehicles in the 2024-2025 time frame. If the Amfleet I replacement solution does not provide a platform for an Amfleet II replacement solution, then a separate procurement will be needed.
- **Superliner I and II.** A procurement process for replacing Superliner equipment will begin no sooner than after the completion of the Amfleet I and II procurement process, putting this acquisition beyond the scope of this plan.

**FLEET ACQUSITION 5-YEAR PLAN**

| | |
|---|---|
| **2020** | • Viewliner II order complete<br>• Fleet refresh continues |
| **2021** | • Fleet refresh continues |
| **2022** | • Potential deliveries of new diesel locomotives (exact dates TBD) |
| **2023** | • Potential deliveries of new diesel locomotives (exact dates TBD) |
| **2024** | • Potential Amfleet Replacement trainset deliveries commence (exact dates TBD) for *Palmetto* |

*Most long-distance passengers are traveling to visit family and friends or for vacation/leisure, and the majority of trips are less than 400 miles in length.*

## Network Design

***Southwest Chief.*** During FY 2018 and because of ongoing maintenance costs and safety concerns over a Kansas-Colorado-New Mexico segment of the route, the LDSL prepared alternative service scenarios for the *Southwest Chief*. These scenarios were discussed with local, state, and federal stakeholders. Following stakeholder engagement and feedback from the U.S. Senate, Amtrak plans to continue operating the *Southwest Chief* in FY 2019 and is seeking long-term partnerships to address the unique operating and capital costs associated with a portion of this route where Amtrak is the sole user of freight-railroad owned infrastructure. As with the entire rail network, further evaluation of the *Southwest Chief* will come as part of the broader discussion of Amtrak's reauthorization.

***Sunset Limited* and *Cardinal*.** Perform analysis to determine if contemporary business practices can create a financially-feasible model to increase service from three times per week to daily.

**Long-Term National Network Plan and LDSL Reauthorization Proposal.** Develop options for the future long-distance network and present to Congress for consideration in conjunction with Amtrak's forthcoming reauthorization.

## New Marketing Plan

Our customer analysis indicates that most long-distance passengers are traveling to visit family and friends or for vacation/leisure, and that the majority of trips are less than 400 miles in length.There is also significant interconnectivity with state-supported corridor routes. We are reworking our advertising plan to more effectively target customer segments likely to travel for shorter distances, while also leveraging targeted media channels and social media to reach potential short distance as well as longer distance/overnight travelers.

## Experiential Service Model

Customer feedback tells us the unique travel experience on board our trains is the largest factor in choosing an LDSL service. The subset of LDSL trains that operate over two nights require a somewhat different strategy to attract an expanded ridership base and establish a more contemporary model. The current rider demographic skews heavily to retirees and train aficionados due the stage length of the trip and less travel time sensitivity. The object is to create a better and more contemporary experience which leverages the important communal experience that the traditional rider expects with service options more attractive to Millennials.

The strategy includes, but is not limited to, redesign of sleeper cars that are functionally updated and have a modern look and feel, contemporary seating in dining/lounge cars that provides more variety of seating options similar to current living space trends, updated menus and service equipment and specialized staff learning. The plan is to establish a "concept" or "beta" train to advance this initiative prior to a system-wide modification to the service standards and experience.



## Cost Driver Analysis

We will continue to analyze all costs impacting long-distance routes including, but not limited to, mechanical, food and beverage, and on board services (OBS) costs. Based on current performance, mechanical and on board service costs are the key contributors to the operating loss. Car and Locomotive Maintenance and Turnaround costs account for nearly 15% of all LDSL costs. As such, it is crucial to include the mechanical costs as a performance measurement index to ensure costs are reduced. LDSL will work closely with the Mechanical department to conduct mechanical cost studies by classes and by routes to identify potential areas for cost savings and a thoughtful, informed approach to operational efficiency.

## New Food Service Model

Food and beverage revenue from LDSL cafes and diners accounted for $69 million of the LDSL's $525 million total core revenue in FY 2018. The LDSL is working closely with Product Development and Customer Experience to create a new food service model intended to enhance sleeping car passenger customer satisfaction while reducing food and beverage operating costs. This was piloted on the *Capitol Limited* and the *Lake Shore Limited* in FY 2018. Additionally, the cafe menu available on Northeast Corridor trains will replace the cafe menu on long-distance routes in 2019. A universal cafe menu is expected to reduce Stock Keeping Units (SKUs) which will lower operating costs, reduce complexity, and improve operational efficiency while providing an upgrade to the quality and variety of items currently available. The service line will also benefit from the Food and Beverage point-of-sale system (POS) which will be implemented in two phases beginning in March 2019 with completion in March 2020.

## Address Reliability and On Time Performance

OTP has a significant impact on customer satisfaction, weighs heavily in a customers' decision to travel on Amtrak again, and is a factor for future travelers when deciding to make travel plans by train.

To address LDSL host railroad and Amtrak-related delays, we will continue to use a data driven approach and work with the host railroads and Amtrak Operations to understand the causes of host railroad and Amtrak responsible delays, opportunities to mitigate them, and, the actions required to improve OTP. Collaboration with host railroads has resulted in improved OTP on a few long-distance routes. OTP on the *Auto Train* route increased significantly following greater host railroad management focus, and FTI delays have declined on the *City of New Orleans* route. We will also continue to seek effective remedies to address host railroads' failures to give Amtrak trains preference over freight traffic.

## Collaborate with the State Supported Service Line

Many long-distance trains operate over routes supported by our State Partners. In many cases, long-distance trains are open to local travel, but we believe there are other opportunities to increase ridership and revenue which will benefit both service lines. We will look for capital investment opportunities to connect state trains with long-distance trains to create a more integrated operation and utilization—for instance, extending the *Heartland Flyer* to Newton, KS would allow a direct connection from the *Southwest Chief* to Oklahoma City and add Wichita, KS, one of the nation's largest cities not served by Amtrak, to the network.

## *Risks and Environmental Factors*

### PUBLIC POLICY/INVESTMENTS IN RAIL INFRASTRUCTURE

The nature of public transportation requires substantial federal funding. In March 2018, Amtrak was appropriated nearly $2 billion, $1.291 billion of which funded the National Network. However, the funding status for Amtrak is at the discretion of Congress, making the amount and actual receipt of the funds unpredictable.

Because LDSL relies heavily on federal support for capital and operating costs, the possibility always exists for political pressure to be unduly applied to influence Amtrak's business decision making process.

### SAFETY

The accidents that occurred in South Carolina and Washington State in 2017-18 highlighted the critical importance of installing Positive Train Control (PTC) throughout the network and the need to implement a safety management system as quickly as possible. Amtrak has since implemented a series of actions, including revising its safety policy, expediting implementation of PTC across the system, establishing a new signal suspension policy, standardizing engineer qualification criteria, upgrading the efficiency testing data management system to improve safety, and reviewing every route on which PTC is not required to identify and mitigate risks to achieve PTC equivalent levels of safety.

### DOMESTIC AND INTERNATIONAL TRAVEL DEMAND

Domestic travel, for both business and leisure, has increased steadily since the economic downturn 10 years ago. Domestic travel is projected to continue modest growth through 2020, while international visitors are projected to steadily increase in the near future. Opportunities exist to attract visitors to the U.S. and new equipment will be a key part if we are to be successful.


*APD K9 team Ken Wolf and Teddy oversee the boarding of the* Coast Starlight.


# Conclusion

For over 40 years Amtrak has been the only provider of long-distance passenger rail service in the U.S. and much of Amtrak's identity is tied to its long-distance trains. They have a rich heritage and have played a major role in not only providing service in many parts of the country, but helping seed the modern corridors we have today.

The reality, however, is that the nation's demographics, as well as traveler preferences and the competitive landscape, have significantly changed during this period. The long-distance service we provide has lost much of its relevancy as a modern mode of transportation. We also face increasing reliability issues and other challenges from operating an aging and outdated fleet, most of which is approaching the end of its useful life. Our challenge is to redevelop and improve our long-distance route system to meet the needs of these changed demographics, and in particular, transform this service to attract new passengers from the growing cohort of Millennials who make up the largest age cohort of Americans and bring with them a different set of expectations and travel needs.

While introducing changes to routes and services poses risk to ridership, revenue and customer satisfaction, continuing the status quo carries clear risks as well and the trends and challenges we face demand action. We have to evaluate these changes closely, not be fearful of experimenting, and clearly communicate their benefits to our customers, stakeholders and employees.

In the next few years, Congress will take up the reauthorization of Amtrak and will in large part decide the future of the Long Distance Service Line. We must enable the discussion by providing Congress with what a modern network of long-distance trains could look like—a system that connects major urban areas and provides a unique American experience with, modern equipment, contemporary amenities and strong customer service.

# Profit & Loss Analysis

## Long Distance Service Line (FY 2019–FY 2024)

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 458,057 | 467,732 | 475,889 | 485,229 | 494,722 | 505,501 | 2,887,129 |
| *Charter/Special Trains* | - | - | - | - | - | - | - |
| *Food and Beverage* | 64,941 | 68,844 | 72,576 | 73,212 | 73,847 | 74,636 | 428,057 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | - | - | - | - | - | - |
| *Commuter Operations* | - | - | - | - | - | - | - |
| *Reimbursable Contracts* | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.7 |
| *Access Revenue* | - | - | - | - | - | - | - |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | - | - | - | - | - |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 7,266 | 7,412 | 7,557 | 7,705 | 7,857 | 8,011 | 45,808 |
| **Operating Sources Subtotal** | **530,265** | **543,988** | **556,023** | **566,146** | **576,425** | **588,148** | **3,360,994** |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | - | - | - | - | - | - |
| *Other State/Local Mutual Benefit* | 75,206 | 132,348 | 80,531 | 58,471 | 6,841 | 12,786 | 366,183 |
| Financing Proceeds Applied | - | - | - | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **75,206** | **132,348** | **80,531** | **58,471** | **6,841** | **12,786** | **366,183** |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 29,215 | 21,618 | 12,319 | 8,466 | 8,577 | 80,195 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | 545,519 | 527,957 | 492,131 | 486,445 | 476,553 | 467,565 | 2,996,170 |
| *Capital* | 324,033 | 174,381 | 289,160 | 304,507 | 231,368 | 298,180 | 1,621,631 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 3,419 | 4,768 | 2,674 | 2,002 | 2,696 | 2,696 | 18,255 |
| **Federal Grants to Amtrak Subtotal** | **872,971** | **736,321** | **805,583** | **805,273** | **719,084** | **777,018** | **4,716,250** |
| **Total Financial Sources** | **1,478,443** | **1,412,656** | **1,442,137** | **1,429,890** | **1,302,350** | **1,377,952** | **8,443,427** |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 2,639 | 2,626 | 2,586 | 2,665 | 2,709 | 2,688 | 15,913 |
| Transportation | 512,276 | 508,662 | 506,400 | 522,538 | 533,688 | 533,641 | 3,117,206 |
| Equipment | 219,781 | 218,682 | 211,649 | 190,195 | 173,640 | 178,876 | 1,192,823 |
| Infrastructure | 19,975 | 19,710 | 19,268 | 19,858 | 20,182 | 20,023 | 119,016 |
| Stations | 65,095 | 64,227 | 62,709 | 64,045 | 65,091 | 64,578 | 385,745 |
| National Assets and Corporate Services | 256,018 | 249,102 | 245,542 | 253,290 | 257,667 | 255,907 | 1,517,526 |
| **Total Operating Uses** | **1,075,784** | **1,063,010** | **1,048,154** | **1,052,591** | **1,052,978** | **1,055,712** | **6,348,229** |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **(545,519)** | **(519,022)** | **(492,131)** | **(486,445)** | **(476,553)** | **(467,565)** | **(2,987,235)** |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | - | - | - | - | - | - | - |
| **Total Debt Service Payments** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **402,659** | **349,646** | **393,983** | **377,299** | **249,372** | **322,239** | **2,095,198** |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 0 | 0 | 0 | 0 | 0 | - | 0 |
| Transportation | 15,890 | 49,552 | 20,911 | 19,275 | 19,423 | 8,769 | 133,821 |
| Equipment | 339,529 | 202,657 | 273,726 | 286,193 | 124,655 | 124,734 | 1,351,495 |
| Infrastructure | 44,638 | 57,772 | 52,543 | 58,385 | 59,641 | 148,216 | 421,194 |
| Stations | 23,318 | 36,527 | 27,192 | 29,743 | 26,706 | 23,938 | 167,424 |
| National Assets and Corporate Services | 23,883 | 22,660 | 18,865 | 17,985 | 17,771 | 17,724 | 118,887 |
| **Capital Expenditures** | **447,258** | **369,168** | **393,236** | **411,582** | **248,197** | **323,381** | **2,192,822** |
| Legacy Debt Repayments | 23,669 | 21,025 | 17,132 | 6,203 | 5,545 | 4,164 | 77,739 |
| **Total Capital Uses** | **470,927** | **390,194** | **410,369** | **417,785** | **253,741** | **327,545** | **2,270,561** |
| **Remaining Carryover Balance** | **$ (68,268)** | **$ (40,548)** | **$ (16,386)** | **$ (40,486)** | **$ (4,370)** | **$ (5,306)** | **$ (175,363)** |


# Infrastructure Access & Reimbursable Services

# Infrastructure Access Service Line

## Introduction

The Infrastructure Access Service Line (IASL) plan summarizes Amtrak's planning, development, management, and provisioning of access activities related to use of Amtrak-owned or controlled infrastructure. The primary customers of these services are commuter and freight railroads in addition to Amtrak's own trains. Amtrak's fundamental responsibilities in delivering these services include meeting customers expectations related to their use of Amtrak assets, generating and growing revenue from their use, and driving investments to renew, rebuild and enhance Amtrak infrastructure to meet present and future service needs.

Success depends on clear and consistent communication with stakeholders, robust asset and work management practices, integrated service and capital planning, and project delivery processes to reliably provide infrastructure access. The key goal is to generate sufficient funding from users and investors to perform ongoing maintenance, recapitalization and improvement activities necessary to ensure Amtrak's infrastructure supports safe and reliable operations and accommodates future demand.

Amtrak primarily provides infrastructure access to commuter authorities and freight railroads on the Boston-to-Washington Northeast Corridor (NEC) main line, but also on Amtrak-owned/operated lines elsewhere on Amtrak's National Network. Principal financial sources include operating and capital payments by NEC users pursuant to agreements governed by the *Northeast Corridor Commuter and Intercity Rail Cost Allocation Policy* (the Policy) developed by the Northeast Corridor Commission (NEC Commission), host railroad payments under existing access agreements, payments by other entities outside the NEC that use Amtrak assets, such as Metra, and federal appropriations to the National Network Account.

### IASL activities include:

**Partner Relationship Management and Coordination.** Serving as point of contact for major capital projects involving internal and external stakeholders and managing contractual agreements related to access and other project and force account agreements. Contributes to the company through relationship management and coordination, which requires extensive communication with various stakeholders through regular outreach sessions and negotiations with, among many others, federal, state and local governments.

**Infrastructure Planning.** Coordinating planning for Amtrak infrastructure for both existing and new services. Long-term infrastructure planning is a complex responsibility that requires regular communication with partners and other stakeholders, extensive attention to resource allocation, integrating intercity commuter and freight service plans, and strategic planning for improved or expanded services.

**Capital Program Management.** Developing and managing, (i.e., monitoring, reporting and adjusting) both annual and five-year infrastructure capital plans in order to maintain Amtrak assets in a state of good repair and advance improvements to meet expanded service, reliability, frequency and trip time improvements.

## COORDINATION WITH THE NEC COMMISSION

The NEC Commission is composed of members representing Amtrak, the U.S. Department of Transportation, and the eight Northeast states and the District of Columbia. It was established by Section 212 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) to develop a cost sharing policy for Corridor users and coordinate regional leadership on near-term strategies to stabilize the NEC and establish a foundation for growth. Amtrak has been informed by its NEC Commission membership in developing this plan by participating in its committees and working groups. Amtrak also regularly meets with its Corridor partners on a bilateral basis to discuss issues and ensure appropriate coordination among the relevant parties. On an operational level, Amtrak communicates with partners every day.

An important next step is working with the NEC Commission to further integrate Amtrak's service and asset line plan development and approval process into the Commission's planning timeline. *Many items addressed in this document will be covered in greater detail in the Infrastructure Asset Line Plan.*

## REIMBURSABLE

Amtrak also performs a variety of services for third parties. While these services are labeled "reimbursable," the actual financial terms are agreed to with the respective third party on a case-by-case basis. Reimbursable work is considered as an ancillary business is reported separately under the Fixing America's Surface Transportation (FAST) Act framework, but is discussed here because Infrastructure Access and Reimbursable activities have similar customers and both often derive from access agreements. Financial forecasts are provided separately.

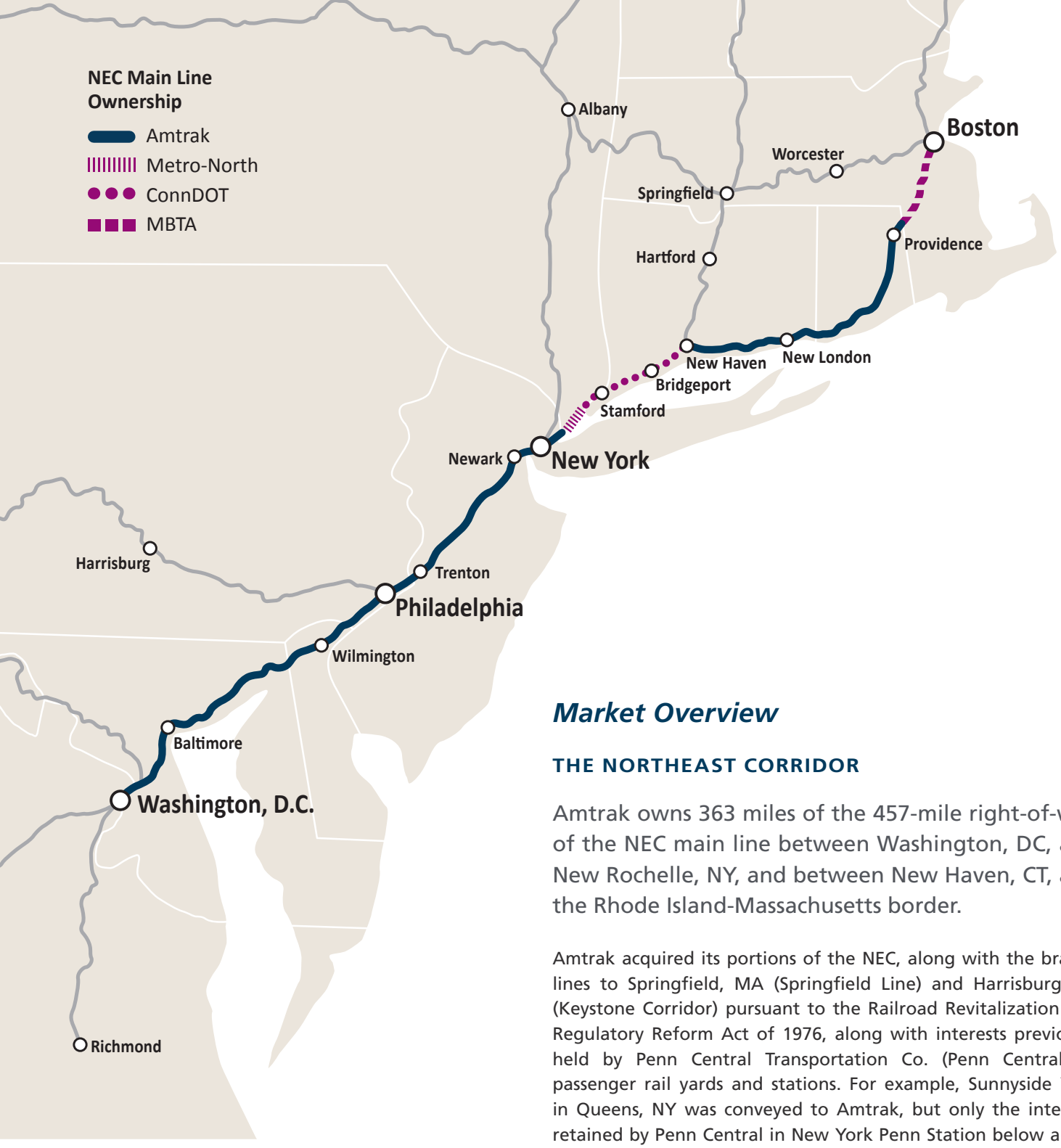
*Many contractual arrangements are single-sourced to Amtrak based upon unique expertise Amtrak may possess or obligation due to Amtrak's right-of-way and property ownership.*

In addition, Amtrak also responds to requests for proposals issued by states and public agencies. This plan outlines the current functions provided by Amtrak in more detail, discusses selected ongoing projects, and describes our approach to this type of work.

### REIMBURSABLE FUNCTIONS

| Function | Illustrative Examples |
|---|---|
| **Design Review and Approval** | Amtrak review, comment and approval of Engineering design activity performed by third parties for projects which will impact on Amtrak rail-related assets. |
| **Rail Construction and Support** | Track construction, tie replacement. |
| **Station Maintenance** | Support of maintenance and construction activities for commuter stations. |
| **Safety** | Railroad protective services for projects in the vicinity of rail infrastructure, including flagging and overhead catenary system de-energization. |


2
ENGINE 1
PLATFORM 1
CLAMP
PK-1-40




## *Market Overview*

### THE NORTHEAST CORRIDOR

Amtrak owns 363 miles of the 457-mile right-of-way of the NEC main line between Washington, DC, and New Rochelle, NY, and between New Haven, CT, and the Rhode Island-Massachusetts border.

Amtrak acquired its portions of the NEC, along with the branch lines to Springfield, MA (Springfield Line) and Harrisburg, PA (Keystone Corridor) pursuant to the Railroad Revitalization and Regulatory Reform Act of 1976, along with interests previously held by Penn Central Transportation Co. (Penn Central) in passenger rail yards and stations. For example, Sunnyside Yard in Queens, NY was conveyed to Amtrak, but only the interests retained by Penn Central in New York Penn Station below an air rights plane were conveyed.

The branch lines are part of the NEC in several contexts, including being subject to capital planning and cost allocation provisions of Section 11306 of FAST and Section 212 of PRIIA, codified at 49 U.S.C. § 24904 and § 24905. Some statutory and other definitions of the NEC also include portions of the New York-Albany line (Hudson Line) and Washington, D.C.-Richmond, VA. line. However, for purposes of accounting and preparation of Amtrak service line plans, FAST defines the NEC as the Washington-Boston main line, and the branch lines as part of the National Network.

*Amtrak's right-of-way infrastructure assets are primarily located in the Northeast but also include some National Network assets.*

*MARKET OVERVIEW (CONTINUED)*

On the NEC main line, Amtrak provides infrastructure access for commuter services provided by seven commuter railroads detailed in the table below. These commuter railroads depend upon Amtrak, the infrastructure manager, to maintain infrastructure and ensure reliable operations for their services.

**AMTRAK'S NEC INFRASTRUCTURE ACCESS CUSTOMERS**

| Agency | Description of Service |
|---|---|
| MBTA | Massachusetts Bay Transportation Authority (MBTA) for operation between the Rhode Island/Massachusetts State Line and Providence, RI, and between Providence and Wickford Jct., RI under contract with the Rhode Island Department of Transportation. |
| CT rail | Shore Line East commuter rail service between New London and New Haven, CT by Connecticut Department of Transportation. |
| MTA Long Island Rail Road | Long Island Rail Road between Harold Interlocking (Queens), NY and New York Penn Station. |
| NJ TRANSIT The Way To Go. | New Jersey Transit (NJT) between New York Penn Station and Trenton, NJ, and from Frankford Jct., PA to Philadelphia, PA. |
| SEPTA | Southeastern Pennsylvania Transportation Authority (SEPTA) between Trenton, NJ and Newark, DE; service within Delaware is provided under contract with the Delaware Department of Transportation. |
| MARC | Maryland Area Regional Commuter (MARC) between Perryville, MD and Washington, DC. |
| VRE | Virginia Railway Express (VRE) between Washington Union Station and Virginia Avenue in Washington, DC. |

The territory between New Rochelle, NY and the Connecticut border is owned by the Metropolitan Transportation Authority and operated by Metro-North Railroad. Connecticut DOT owns the territory from the New York-Connecticut to New Haven, Conn., and contracts with Metro-North to operate commuter rail service and maintain the territory. MBTA owns the NEC in Massachusetts (known locally as the Attleboro Line). Station ownership is even more complex. For example, New Jersey Transit owns all NEC stations in New Jersey.

More than 260 million passenger trips are made on the NEC main line and branches each year. 17.1 million trips annually are made by Amtrak passengers. Commuter railroad passenger trips number nearly 243 million annually. On a daily basis, approximately 820,000 trips are made on the NEC—either on Amtrak or one of the commuter railroads.

In the context of such heavy daily use and its reliance on aging infrastructure, much of the NEC is approaching the limits of its capacity and needs rehabilitation. Many rail assets need redesign and replacement to provide the capacity needed for a growing population and economy, and to continue to provide safe, reliable, and convenient rail service into the next century and beyond.

## THE NATIONAL NETWORK

Amtrak owns the 104-mile *Keystone* Corridor from Philadelphia, Pa. to Harrisburg, PA and the 61-mile Springfield Line from New Haven CT to Springfield, MA, and has a long-term lease with CSX for the Hudson Line between Poughkeepsie, NY and Schenectady, NY (and owns outright two short segments of the Hudson Line in New York City and the Schenectady area).

In the Midwest, Amtrak owns 95 miles of right-of-way and infrastructure between Porter, IN and Kalamazoo, MI (Michigan Line), and Chicago Union Station and adjacent trackage. Chicago Union Station is the hub of Amtrak's National Network.

On the National Network, Amtrak provides infrastructure access to eight freight railroads and the commuter rail agencies detailed below.

### AMTRAK'S NATIONAL INFRASTRUCTURE ACCESS CUSTOMERS

| Agency | Description of Service |
|---|---|
| SEPTA | SEPTA for operation on the Keystone Corridor between Philadelphia and Thorndale, PA. |
| CT rail | Connecticut Department of Transportation for CTrail service on the Springfield Line. |
| Metra | Metra for access to Chicago Union Station and adjacent terminal trackage. |

## CUSTOMER ANALYSIS

Amtrak's primary external customers for infrastructure access activities are commuter and freight railroads. Amtrak also hosts its own trains for the NEC, State Supported and Long Distance Service Lines, which have different service and infrastructure requirements than external partners. Ultimately, the end users are Amtrak and commuter rail passengers and freight shippers, who depend on Amtrak to provide reliable and safe infrastructure and services to freight operators entrusted with their shipments. Other institutional customers include third parties such as states and localities that seek to use Amtrak's infrastructure or engage in capital projects or other activities that affect Amtrak's infrastructure temporarily or over an extended period.

## COMPETITIVE ADVANTAGE

An access provider to passenger and freight railroad operators, Amtrak must optimize and enhance competitiveness of all rail services that rely on Amtrak infrastructure. The NEC—Amtrak's primary infrastructure asset—has geographic advantages stemming from its location in a growing region that accounts for a significant share of U.S. commercial activity, as well as competitive advantages created by its high volume, high speed main line serving central business districts and ports that enables NEC rail operators to capitalize on the advantages rail transportation offers compared to other modes.

The number of passenger trips on the NEC is projected to reach over a half billion—almost twice as many as today—by 2040. As the popularity of rail increases, Amtrak and our NEC partners are challenged to ensure that the NEC can meet the demand for new capacity on this critical infrastructure asset, portions of which date back a century, and continue to deliver safe, reliable and convenient service.

# FY 2018 Performance

## Summary

Amtrak continues to work with its NEC partners on adhering to requirements of the Policy including improving capital program delivery and reporting. By spring 2018 Amtrak and all NEC commuter partners had enacted agreements to become compliant with the fully allocated cost sharing requirements of Section 212 and the NEC Commission's Cost Allocation Policy, making all necessary payments to make this compliance retroactive to the October 1, 2015 effective date.

In September of 2018, the Northeast Corridor Commission formally approved a planned increase in the baseline capital charge (BCC) from 80% to 90% of the Corridor's normalized replacement amount. In addition, Amtrak worked with its agency partners throughout the summer of 2018 to communicate track outages. To improve capital program delivery, Amtrak introduced a capital project prioritization program which will continue to be refined with stakeholder input. The program enables agency partners to formally notify Amtrak of required future project support. Based on input, Amtrak can incorporate and prioritize agency projects in its FY 2020 construction schedule to ensure adequate resource coverage.

Major reimbursable projects completed recently include:

### New York Hudson Line

**Completed January 2017.** Amtrak completed Schenectady station track and station improvements, installed double track between Albany and Schenectady that reduced the average trip time in both directions and installed signal line improvements that reduced the average delay between Poughkeepsie and Albany.

### New Haven-Hartford-Springfield Rail Program

**Completed June 2018.** The Connecticut-led New Haven–Hartford–Springfield Rail project included installation of 27 miles of additional rail capacity on Amtrak-owned infrastructure between New Haven, CT and Springfield, MA (Springfield Line) to support additional Amtrak intercity and new commuter service and resulted in an increase from six daily round trips to 17 round trips a day.

*Track Laying Machine installing new second track.*

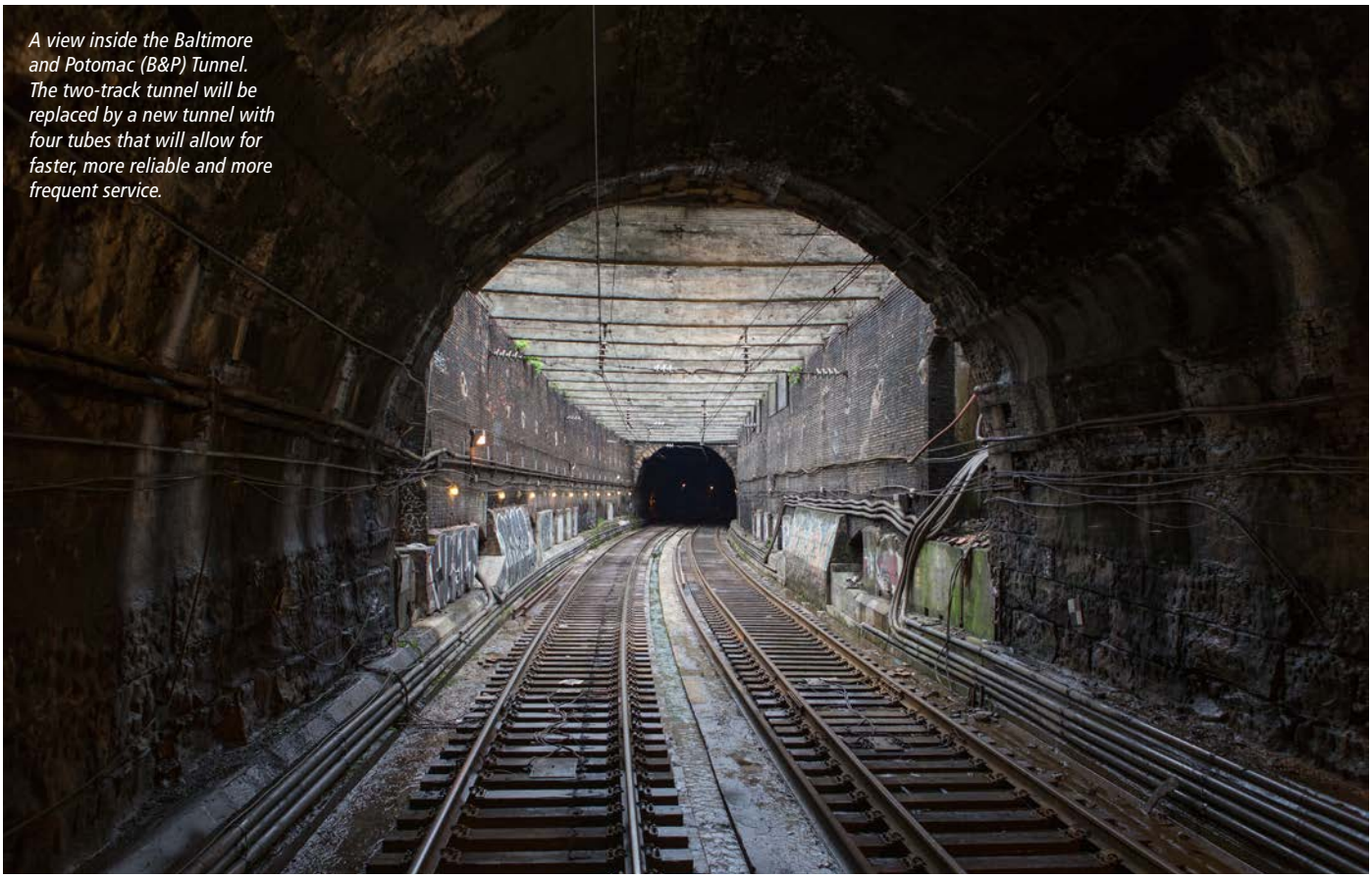
# Strategy

## Infrastructure Access Service Line Strategies

- Increase investment in shared-use infrastructure.
- Increase productive utilization of Amtrak infrastructure where capacity exists.
- Improve data available for decision making.
- Collaborate with partners to refine the NEC Cost Allocation Policy.

## NEC Five Year Plan

| | |
|---|---|
| **2020–2024 (ALL YEARS)** | • Gateway Program Development<br>• Major Project Funding Commitments<br>• Slot Fee Structure<br>• Asset management |
| **2020** | • Increase BCC Level to 100% |
| **2021** | • Implement Policy Renewal |

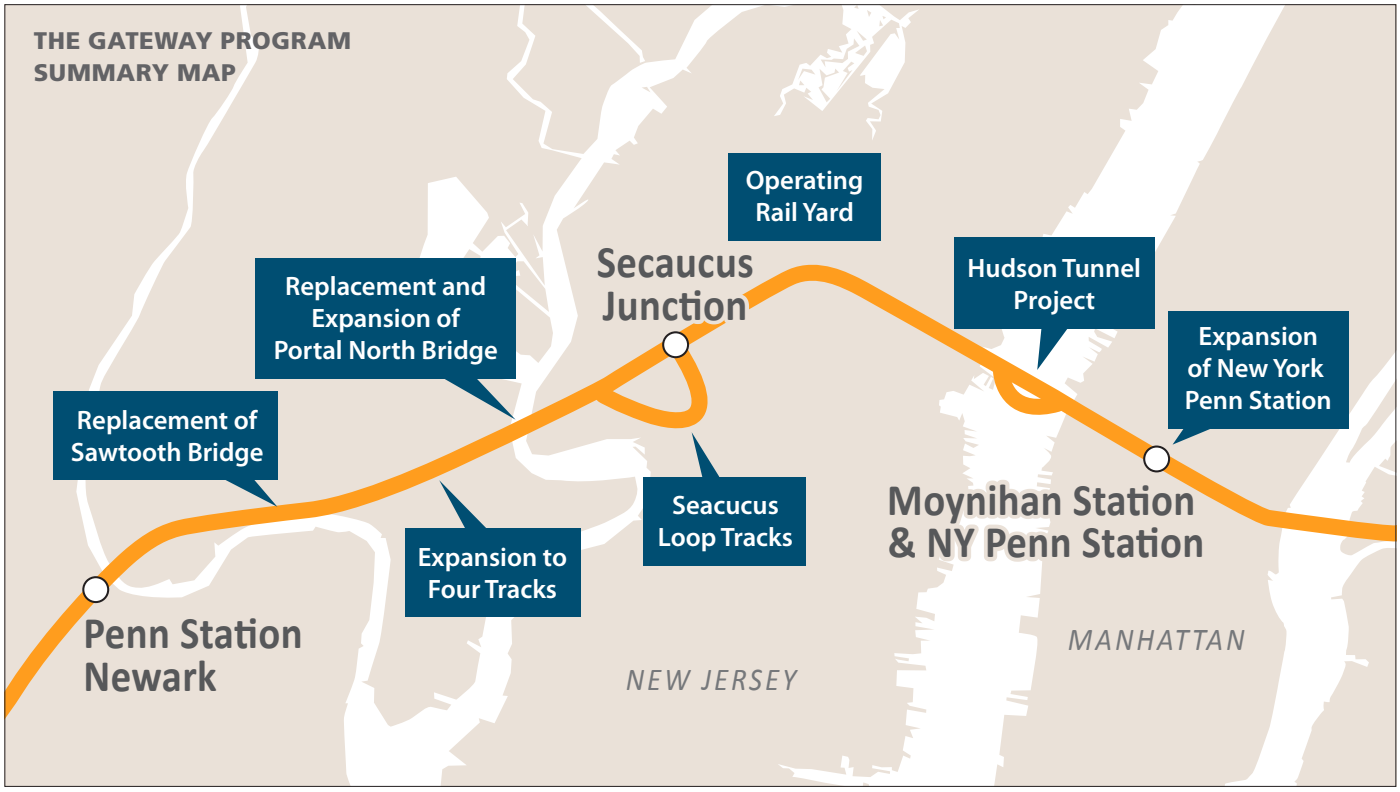


*A view inside the Baltimore and Potomac (B&P) Tunnel. The two-track tunnel will be replaced by a new tunnel with four tubes that will allow for faster, more reliable and more frequent service.*

## *Initiatives and Measures (FY 2019–FY 2024)*

Of the six strategic pillars, IASL activities and initiatives are generally focused on assets and financial stewardship.

| | Strategic Linkages | | |
|---|---|---|---|
| **Initiative and Summary** | **Supports Strategic Pillars** | **Asset Lines Impacted** | **Impacts Key Business Measures** |
| ***Gateway Program Development***<br>Advance design and engineering work on elements of Amtrak's program of projects to maintain and expand service on the NEC. | • Assets<br>• Strategy<br>• Financial Stewardship | • Infrastructure | • Ridership<br>• Revenue |
| ***Major Project Funding Commitments***<br>Establish financial plans, including sources and uses, for B&P Tunnel and Susquehanna River Rail Bridge | • Assets | • Infrastructure | • Ridership<br>• Revenue |
| ***Building Partnerships for Planning and Investment***<br>Work with partners to implement fair cost sharing agreements for asset use and future investment. | • Assets<br>• Financial Stewardship | • Infrastructure | • Ridership<br>• Revenue |
| ***Slot Fee Structure***<br>Develop pricing structure for new rights of access to Amtrak infrastructure. | • Assets<br>• Strategy<br>• Financial Stewardship | • Transportation<br>• Infrastructure | • Revenue |
| ***Asset Management***<br>Use updated asset data drive investment decisions and update data that underlies the NEC Commission Cost Allocation Policy model. | • Assets<br>• Financial Stewardship | • Infrastructure | • Revenue |




## *Gateway Program Development*

The Gateway Program is Amtrak's highest infrastructure investment priority and the most urgent infrastructure program in America. Focused on preservation and expansion of service on the busiest stretch of the Northeast Corridor (the 10 miles between Newark, NJ and New York Penn Station), Gateway is a series of projects that will build critical resiliency into the NEC, improve service reliability and ultimately expand capacity to support an approximate doubling of service across the Hudson River.

Today's unreliable infrastructure threatens disruption to regional travel and highlights the acute need for the Gateway Program to ensure viability of NEC operations. Approximately 200,000 daily commuter and intercity trips between New York and points west and south are at increased risk without committed action and investment. Given the NEC's importance to the regional and national economy, the Gateway Program is truly a project of national significance.

Program development continued in 2018 under the framework of the Gateway Program Development Corporation (GDC)—a non-profit corporation that serves as a partnership among Amtrak and the states of New York and New Jersey. The Gateway Partners, including GDC, Amtrak, NJ TRANSIT, Port Authority of New York and New Jersey, achieved several important milestones in 2018 (see page 97).

Looking ahead, planning and development of later-phase Gateway projects including replacement of the Sawtooth Bridges, expansion of Penn Station, construction of the Bergen Loop continues in close coordination with our partner agencies and other stakeholders, including elected officials at the local, state and federal levels.

Amtrak has included approximately $72 million in its FY 2019 capital budget to advance Gateway Projects, plus $201 million in capital reserves. From FY 2020 to FY 2024, Amtrak capital spending on the Gateway Program is expected to range from $250 million to $613 million, approximately 10 to 20 percent of total Gateway Program spending in those years. A formal benefit-cost analysis of the Gateway Program undertaken by Amtrak recently determined that every dollar spent returns nearly four dollars of value to the region.

### 2018 Gateway Program Milestones

- Submittal to the Federal Railroad Administration (FRA) in February 2018 an administrative draft of the Final Environmental Impact Statement (EIS) for the Hudson Tunnel Project. Completion of the EIS process and a Record of Decision depends on action by the U.S. Department of Transportation.
- Submittal of updated financial plans for the Portal North Bridge and Hudson Tunnel Projects under the Federal Transit Administration (FTA) Capital Investment Grant program, including commitment by the State of New Jersey of up to $600 million in bond proceeds for Portal North Bridge and agreement by the Port Authority to serve as Project Sponsor for the Hudson Tunnel Project.
- Progression of early construction work on the Portal North Bridge project including construction of a finger pier and retaining wall and relocation of utility infrastructure.
- Ongoing engagement with industry through a Request for Information process that is helping shape procurement and finance strategy on the Hudson Tunnel Project.
- Procurement of a financial advisor for the Hudson Tunnel Project.

*Current Portal North Bridge*

*Rendering of Future Portal North Bridge*

*Located between Kearny and Secaucus, NJ, Portal Bridge, a two-track moveable swing bridge, is a critical link for intercity and commuter customers traveling to New York City. When the century-old bridge doesn't close properly, delays ripple up and down the NEC. Portal Bridge will be replaced with a new high-level, fixed span bridge resulting in faster trip times and greater reliability.*

## *Obtain Funding Commitments for B&P Tunnel and Susquehanna Rail River Bridge*

### B&P Tunnel

Built in 1873, the B&P Tunnel is one of the oldest infrastructure assets along the NEC. The tunnel is critical to Amtrak, MARC commuter and local Norfolk Southern Railway freight operations that support states throughout the region. It is a primary chokepoint along the NEC as train volume is constricted and the tunnel's tight curvature requires trains to reduce speeds to 30 mph. These limitations have impeded overall efforts to improve capacity and trip times along the NEC.

In 2010, Maryland Department of Transportation (MDOT) was awarded $60 million in funds provided by the FRA's High-Speed and Intercity Passenger Rail Program (HSIPR) included in the American Recovery and Reinvestment Act of 2009 for preliminary engineering and environmental review. FRA and MDOT have managed the EIS process, while Amtrak is managing the project engineering as the infrastructure owner. The Record of Decision was released in March 2017.

While Amtrak is prepared to continue to fund this project through final design, the Company cannot develop a full financial plan or undertake construction of the project under the Policy and Section 212 of the Passenger Rail Investment and Improvement Act of 2008 until the Maryland Transit Administration or other state entity commits to the allocated share of costs attributable to the MARC commuter service and public transportation use of these new assets.

### Susquehanna River Rail Bridge

This 111-year old, two-track bridge connects Havre de Grace and Perryville, MD, and is used by Amtrak, MARC and Norfolk Southern. As the longest moveable bridge on the NEC, the bridge is a critical and fragile link, and needs to be replaced with a new structure to maintain NEC rail services. This project will also provide future improvements to capacity, trip time, and safety for commuter, freight, and intercity passenger rail services on the NEC, consistent with State and Amtrak plans, and could also improve the navigation channel for marine users.

MDOT received an award of $22 million through a cooperative agreement between FRA and MDOT for the preliminary engineering and environmental phases of the Susquehanna River Rail Bridge Project. FRA, MDOT, the Maryland Transit Administration and Amtrak are working together to study various alternatives to improve this rail crossing along the heavily traveled NEC. The project study began in 2013 with the Preliminary Engineering and the NEPA process was completed in spring 2017. Similar to the B&P Tunnel, a cost-sharing partnership must be developed between the State of Maryland, Norfolk Southern and Amtrak for this critical project to advance into construction.

*Below: Susquehanna River Rail Bridge*

## Building Partnerships for Planning and Investment

Over the next five years, Amtrak will do the following to maintain and build partnerships to improve planning and increase investment:

- **Enhance internal and external partnerships** through the NEC Commission and bilateral efforts.
- **Revise bilateral agreements** with each of the commuter agencies subject to Section 212, as necessary, to accommodate any changes to the Policy.
- Seek NEC Commission approval to **increase the Baseline Capital Charge (BCC)** level from 90 percent to 100 percent of normalized replacement beginning in FY 2020 by meeting commitments set forth in the Policy. In addition to the BCC program, Amtrak and commuter agencies are expected to enter into agreements to fund other jointly selected projects.
- **Finalize allocation methods** for capital investments beyond basic infrastructure.
- Work with the NEC Commission to **refine and renew the Policy.**
- **Align infrastructure investments** with the NEC Commission's plans and member contributions.
- **Seek support from the federal government** for its share of project costs.
- **Update Amtrak's long term service plans** to reflect the NEC FUTURE Record of Decision, and work with the FRA, NEC Commission, commuter authorities and other stakeholders in developing an NEC Strategic Development Plan.
- **Coordinate planning and project construction** efforts with other users of the NEC to prioritize work, coordinate service impacts and schedule track outages in the near and long term.
- **Execute an access agreement with Metra** that reflects a full allocation of the operation and capital costs of usage of Chicago Union Station.

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## Slot Fee Structure

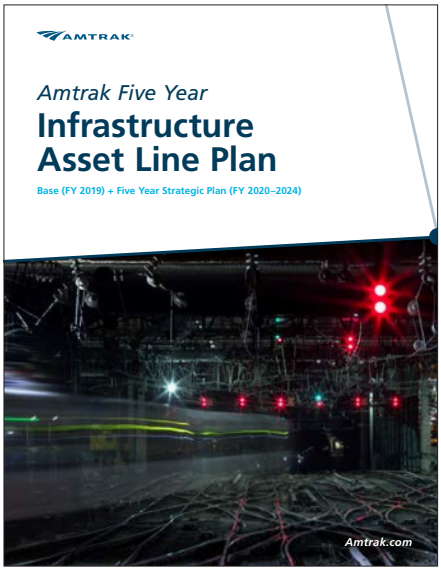
Amtrak is developing a slot fee structure for new rights of access on Amtrak-owned NEC infrastructure to ensure that capacity is used efficiently and that decisions to add new trains take long-term service plans into consideration.

## Asset Management

Asset management comprises all systems, methods, procedures, and tools to optimize costs, performance and risks for the complete rail infrastructure life cycle.

The aim is to realize the best "value for money" related to Amtrak's assets. An asset management plan should address all infrastructure activities (building, maintenance and renewal, including equipment and materials) over the whole life cycle as well as the consequences of these activities for Amtrak as owner and for its partners as users.

Amtrak's Engineering department recently completed an asset management plan addressing procedures and technology solutions necessary to implement improved asset management processes relating to infrastructure. Amtrak will work continue to develop more accurate data to update the NEC baseline capital charge calculation. *For further information, see the Infrastructure Asset Line Plan.*



## Reimbursable Projects

Amtrak is often asked to perform engineering design and construction services on various state, commuter authority or third-party projects on a reimbursable basis that range from local elevator construction to some of the largest transportation projects in the United States.

The largest projects may involve hundreds of Amtrak staff from the design phases through project close-out, including related activities like project management and budgeting. Amtrak generally seeks payments from these services to cover the fully-allocated costs of Amtrak's work, including direct costs, overheads, general and administrative and other costs, although, in certain instances when the investments have a direct benefit to Amtrak services or assets, lower rates may be charged. Amtrak has recently completed several third party projects and has others other ongoing. Summaries of major projects are provided below.

### Kingston Station, RI

Amtrak completed installation of 1.5 miles of third track in the vicinity of the Kingston Station and reconstructed the eastbound and westbound platforms from low to high level. Work also included installation of turnouts at both ends of the third track, and associated catenary and signal installation.

### Delaware Third Track

This work will make infrastructure improvements on the NEC just south of the Wilmington, DE Station. It will include installation of 1.5 miles of high speed third track, bridge protection for the Mill Creek Bridge new track alignment, two interlocking crossovers, catenary and signals along the new track. Amtrak will be reimbursed for track work and protective services associated with the project.

### MTA East Side Access

The New York Metropolitan Transportation Authority (MTA) is undertaking a project that will enable Long Island Rail Road trains to access Grand Central Terminal. The project includes constructing and upgrading trackage, signals, circuits and other components of existing infrastructure at the Harold and Loop Interlockings near Amtrak's Sunnyside Yard in Queens. Amtrak provides various support functions for the project where it intersects Amtrak's tracks and other infrastructure.

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## Work Planning

Amtrak is developing more stringent processes for receiving requests to perform reimbursable work. In addition, Amtrak is evaluating factors such as pricing structure, staffing resources, and outage planning to develop a more robust management plan for these type of activities. Amtrak is evaluating the potential of creating a web portal where NEC partners can submit requests for Amtrak's force account services. These request will then be evaluated based on Amtrak's current work requirements balanced with the request for service. Rationalizing requests for service versus required maintenance will allow Amtrak to provide better work forecasts for both Amtrak and third parties.

## *Risks and Environmental Factors*

There are many risks and environmental factors that impact infrastructure access activities, including:

### GENERAL

- **Climate change.** Severe weather conditions, including hurricanes, floods, and other natural disasters, may cause service interruptions and result in revenue loss, increased costs and liabilities, and require urgent repair work.
- **Infrastructure Condition.** Unplanned outages from infrastructure failures.
- **Legislative and Regulatory.** Conflicting regulations among U.S. DOT modal administrations.
- **Terrorism.** Any terrorist attack, or other similar event, could cause significant interruption of service and adverse effects.
- **Accidents.** Accidents may cause significant interruption of service and result in loss of revenue, increased costs and liabilities, and other adverse effects.
- **Resources** for staffing, training, infrastructure investment, track outages.
- **IT and planning** (linking infrastructure investment priorities to goals and information about condition of assets and relationship to train delays, ridership, revenues and partner satisfaction.
- **Human failure.**

### ASSET CONDITION AND CAPACITY

- Deteriorating asset conditions and inadequate track, station and tunnel capacity threaten current performance and future growth.
- Based on the best available high-level assessment by the NEC Commission, the state of good repair backlog is estimated to be $38 billion, with no long-term and stable funding program yet available to fund the majority of these investments.
- Due primarily to growth in commuter rail operations, many of the most critical Amtrak-owned NEC infrastructure assets—particularly New York Penn Station and the adjacent Hudson River Tunnels, and Washington Union Station—have grossly inadequate capacity to handle current levels of trains and passengers, let alone future growth.
- Amtrak's premier National Network asset, Chicago Union Station, has also experienced large increases in passengers and commuter trains that have produced severe overcrowding, and requires substantial investment to increase station and track capacity and fulfill its potential to become a world-class transportation facility.

### AVAILABLE FUNDING

- No reliable, dedicated federal funding is available to address SOGR backlog and improvements. To date, since the enactment of the FAST Act, only modest amounts through discretionary competitive grant programs have been available to Amtrak for such NEC investments.
- The BCCs that all NEC passenger rail operators are required to pay do not fully fund normalized replacement of basic infrastructure, let alone necessary rehabilitation and improvement projects.
- Additional state/commuter agency funding will also be needed to advance joint benefit projects beyond normalized replacement funded with BCCs.

## MANAGING SHARED ASSETS

- Different needs for different users (e.g., commuter trains are slower and stop frequently) make scheduling difficult, and deadhead positioning moves of empty commuter trains consume valuable capacity (e.g., NJT to/from Sunnyside Yard), as do mid-day train storage needs for commuter railroads (e.g., MARC and VRE in Washington Terminal).
- Major stations (e.g., Chicago Union Station) are primarily used by commuters.
- Many station assets are owned or controlled by others and such owners may have broader interests than serving Amtrak (and in some cases commuter rail) passengers. A few examples:
  - o Washington Union Station is owned by Union Station Redevelopment Corporation, and other users include Metro passengers, public and private bus passengers, retail, and office space.
  - o At Penn Station New York, LIRR, Amtrak, and NJT each control different areas, and some areas have shared control.
  - o Shared use stations in New Jersey are owned by NJT, though Amtrak remains responsible for track maintenance and in some cases station platforms.
- Challenges in managing and displaying information in a useful format make it difficult to link capital planning with service goals.

*Below: Summer travelers at Penn Station New York*

### RESOURCE AVAILABILITY, INCLUDING TRACK TIME AND TRAINED WORKFORCE

- Retaining a qualified workforce is a challenge.
- Specialized equipment or materials can take a long time to procure.
- Available time for infrastructure maintenance, renewal and improvement must be balanced against existing service needs.

### MAINTENANCE WINDOWS AND SERVICE CURTAILMENTS

- The riding public, elected officials and commuters may oppose temporary measures that curtail service to permit infrastructure maintenance and renewals.
- Performing maintenance, recapitalization and improvement activities without affecting service is a balancing act that is more efficient when engineering forces have longer maintenance windows. The recent success of Infrastructure Renewal at Penn Station demonstrates how much more efficiently work can be completed when given longer maintenance windows.
- Working between trains makes such work more expensive and time-consuming compared to modifying schedules or curtailing service to provide extended track outages.

### GOVERNANCE

- Intercity and commuter rail are governed by different statutory, regulatory and funding schemes overseen by different federal agencies: FRA and the FTA.
- There is not a single process or point of contact at the federal level when projects involving multiple participants are proposed. This fragmented approach makes it challenging to implement jointly funded projects.
- The NEC Commission has identified in its reports the numerous intercity/commuter regulatory conflicts relating to grant agreement ("flowdown") provisions, Buy America requirements, environmental review of projects, and the application to various participants of the costs and responsibility for complying with certain labor regulations and disaster relief. Through its Commission membership, Amtrak is engaged with the Commission's work to harmonize these federal requirements which, although also impacting Amtrak's National Network, have a greater significance on the NEC given the number of partners on the shared network.

# *Conclusion*

The next five years will provide a critical window to advance essential infrastructure projects in order to maintain current rail services as well as make investments that ensure the long term utility of the network. The challenges are significant and therefore strong partnerships among federal, state and local stakeholders are crucial for success.

# Profit & Loss Analysis

## Infrastructure Service Line (FY 2019–FY 2024)

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | - | - | - | - | - | - | - |
| *Charter/Special Trains* | - | - | - | - | - | - | - |
| *Food and Beverage* | - | - | - | - | - | - | - |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Operating Payments* | 169,375 | 172,762 | 176,150 | 179,605 | 183,128 | 186,720 | 1,067,739 |
| *Commuter Operations* | - | - | - | - | - | - | - |
| *Reimbursable Contracts* | 20,513 | 21,129 | 21,744 | 22,378 | 23,030 | 23,701 | 132,495 |
| *Access Revenue* | 63,318 | 64,584 | 65,850 | 67,142 | 68,459 | 69,802 | 399,155 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | - | - | - | - | - |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 398 | 406 | 414 | 423 | 431 | 439 | 2,512 |
| **Operating Sources Subtotal** | **253,604** | **258,881** | **264,158** | **269,547** | **275,048** | **280,662** | **1,601,901** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Capital Payments* | 195,900 | 203,414 | 209,110 | 214,960 | 220,980 | 227,170 | 1,271,534 |
| *Other State/Local Mutual Benefit* | 4,359 | 61,836 | 80,071 | 88,221 | 143,952 | 235,383 | 613,823 |
| Financing Proceeds Applied | - | - | - | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **200,259** | **265,250** | **289,181** | **303,181** | **364,932** | **462,553** | **1,885,358** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 164,753 | 42,180 | 151,698 | 211,479 | 56,594 | 626,705 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | 27,424 | 18,465 | 27,390 | 27,314 | 26,827 | 26,612 | 154,032 |
| *Capital* | 267,208 | 235,588 | 412,309 | 418,686 | 317,979 | 352,022 | 2,003,792 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 3,663 | 4,994 | 2,750 | 2,030 | 2,774 | 2,774 | 18,986 |
| **Federal Grants to Amtrak Subtotal** | **298,296** | **423,799** | **484,629** | **599,729** | **559,059** | **438,003** | **2,803,514** |
| **Total Financial Sources** | **752,159** | **947,931** | **1,037,969** | **1,172,457** | **1,199,039** | **1,181,218** | **6,290,773** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 289 | 295 | 298 | 301 | 304 | 308 | 1,795 |
| Transportation | 60,754 | 63,490 | 66,635 | 68,179 | 69,981 | 72,425 | 401,464 |
| Equipment | 11,810 | 12,075 | 12,193 | 12,337 | 12,514 | 12,690 | 73,620 |
| Infrastructure | 101,189 | 102,657 | 102,814 | 103,992 | 105,305 | 106,663 | 622,621 |
| Stations | 18,538 | 18,859 | 18,939 | 19,060 | 19,287 | 19,525 | 114,208 |
| National Assets and Corporate Services | 99,460 | 99,368 | 100,194 | 101,215 | 102,155 | 103,224 | 605,615 |
| **Total Operating Uses** | **292,039** | **296,745** | **301,073** | **305,085** | **309,545** | **314,836** | **1,819,323** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **(38,435)** | **(37,863)** | **(36,915)** | **(35,538)** | **(34,497)** | **(34,174)** | **(217,422)** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | - | - | - | - | - | - | - |
| **Total Debt Service Payments** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **460,120** | **651,186** | **736,896** | **867,371** | **889,494** | **866,382** | **4,471,450** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 4 | 4 | 4 | 0 | 0 | - | 12 |
| Transportation | 24,945 | 18,832 | 14,122 | 32,023 | 40,995 | 24,545 | 155,462 |
| Equipment | 47,794 | 55,045 | 128,439 | 106,507 | 26,372 | 27,161 | 391,319 |
| Infrastructure | 535,812 | 683,490 | 729,999 | 810,324 | 817,180 | 901,879 | 4,478,684 |
| Stations | 79,592 | 133,036 | 118,193 | 150,406 | 131,262 | 67,056 | 679,545 |
| National Assets and Corporate Services | 25,978 | 22,879 | 19,558 | 18,876 | 18,600 | 18,547 | 124,437 |
| **Capital Expenditures** | **714,124** | **913,285** | **1,010,315** | **1,118,135** | **1,034,409** | **1,039,189** | **5,829,457** |
| Legacy Debt Repayments | 7,156 | 7,128 | 7,000 | 4,836 | 2,788 | 2,790 | 31,698 |
| **Total Capital Uses** | **721,281** | **920,413** | **1,017,315** | **1,122,971** | **1,037,197** | **1,041,978** | **5,861,156** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Remaining Carryover Balance** | **$ (261,161)** | **$ (269,227)** | **$ (280,419)** | **$ (255,600)** | **$ (147,703)** | **$ (175,596)** | **$ (1,389,706)** |


# Ancillary Service Line


4913
4913
MARC

# Ancillary Service Line

## Introduction

Amtrak's market-competitive ancillary business opportunities are managed by the Amtrak Services group within the Commercial, Marketing and Strategy Department. It pursues opportunities for Amtrak to provide services at market-based prices to commuter rail authorities and commercial entities. Amtrak Services also seeks to develop business partnerships that can be leveraged to grow Amtrak's own ridership and revenues.

The overall objective of Amtrak Services is to support Amtrak's strategy by identifying, selecting, developing, competing for, and implementing market-based services, projects, programs and initiatives that satisfy three key tenets: (1) Provide positive financial contribution to Amtrak; (2) Provide clear strategic value for Amtrak; and (3) Do not distract from or impede Amtrak's core activities.

Amtrak Services works closely with other Amtrak departments to achieve these outcomes. In addition to a small dedicated staff, we use the "eyes and ears" and expertise of existing Amtrak personnel across the company who interact with potential customers to further develop and vet opportunities. When opportunities are pursued and new business is won, Amtrak's functional departments deliver the service, while Amtrak Services manages the P&L where appropriate and seeks additional business opportunities with the customer or in the marketplace.

Amtrak Services currently pursues opportunities in four major areas that will be discussed in this Plan:

1. Contract commuter operations
2. Thruway connecting services
3. Charter trains and private cars
4. Other opportunities such as multimodal travel

### Key Highlights

Amtrak Services' contract commuter business has opportunities to grow from bidding to operate existing and new commuter services vices which contracting opportunities will become available during the period of this Five Year Plan. However, the financial estimates in this Plan do not assume bidding on or winning any of these new opportunities, nor do they assume losing any of Amtrak's current contract commuter business, which could occur in FY 2020 or later.

Expansion of Thruway bus service can provide a means to grow Amtrak ridership and revenue in the near term while concurrently working toward expanding passenger rail service on host railroads, which may require more time for negotiations and capacity improvements.

*This Five Year Plan assumes a steady state in net Thruway revenue and cost, pending completion of Amtrak national network analysis recommendations for more significant route changes.*

The charter train and private car portfolios were significantly restructured during FY 2018 and are now on a sustainable footing going forward.

## *Amtrak Services Product Offerings*

### COMMUTER TRAIN CONTRACT SERVICES

Amtrak provides services such as train and engine crews to commuter rail authorities on a market-based contract basis. (Commuter rail authorities' access to Amtrak infrastructure is managed separately by the Infrastructure Access group). Based on annual billing revenue, there are approximately $950 million worth of commuter contracts in the U.S. Each contract comes up for bid at various times, often only every five to ten years. Of these total potential contracted services, Amtrak's commuter revenues in FY 2019 will be approximately $127 million. The delivery of contract services is executed by the local Amtrak Operations teams in each region. When evaluating opportunities for potential Amtrak response when services are put up for bid, Amtrak Services refers to its key tenets and does not pursue opportunities that do not fit these criteria.

### THRUWAY CONNECTING SERVICES

Amtrak uses the marketing name "Thruway" to refer to through tickets between Amtrak's rail network and connecting services, most of which are buses. The Thruway system highlights are at left.

Market research estimates that 80 percent of Thruway bus connecting passengers would not travel on Amtrak if it were not for the existence of the Thruway bus connection. In addition to buses, Thruway services also encompasses vans, shuttles, ferries, and some commuter rail operations.

Amtrak combines two types of Thruway service with our rail network. "Dedicated" bus routes are contracted through private bus service providers by Amtrak to carry only Amtrak passengers. "Interline" tickets are sold for travel on the independent lines of partner carriers. Interline transportation carriers receive ticket revenue from Amtrak sales with Amtrak usually retaining a commission. In a few select cases, Amtrak will provide a minimum revenue guarantee of ticket sales to an interline bus company in order to arrange for a coordinated route connection. Dedicated buses are generally used where no interline option is available, the on-time performance of Amtrak train service is too unreliable, or the volume of Thruway passengers is too large for an interline route to absorb. Amtrak contracts with dedicated bus operators through a competitive procurement process.

Thruway services play a key role in the existing and future Amtrak network as feeders, connectors, auxiliary frequencies, and in some cases preserving network access for communities that lose rail service. The intercity bus industry has declined significantly through most of Amtrak's history, but bus ridership has largely stabilized recently due in part to improved service and new product offerings in key markets and increased government funding for rural services.

Interline ticketing with commuter rail and mass transit is an opportunity for Thruway expansion. Upgrades to the Amtrak Arrow reservation system and related IT applications combined with potential new interline agreements with commuter rail and transit operators can open new markets for Amtrak travel, especially in the Northeast Corridor, which has the largest volume of commuter rail connections in the Amtrak network.

**THRUWAY BUS HIGHLIGHTS (FY 2018)**

**150**
*Routes operated by over 50 carriers*

**$94.0M**
*Gross trip revenue (FY 2019 Plan)*

**+400**
*Bus stops, in addition to the rail network*

**$67.1M**
*Connected train segment revenue; Bus segment revenue is $26.9M*

**1.5M**
*Passenger bus trips taken per year*

**$51.0M**
*Approximate net revenue added to the rail network in FY 2019*


## CHARTER TRAINS AND PRIVATE CARS

Amtrak offers the services of operating charter trains and moving privately-owned passenger rail cars. Charter trains may use Amtrak cars and locomotives, or customer-supplied cars and locomotives, or any combination, moving as a non-regularly scheduled Amtrak train. Private cars are privately owned railcars moved on regularly scheduled Amtrak trains.

During FY 2018 Amtrak Services undertook a major restructuring of the charter train and private car business to minimize operational impacts and improve returns described elsewhere in this Plan. The market is still adapting to the restructuring so FY 2019 results may vary somewhat from the FY 2019 Annual Operating Plan, but early indications are that Amtrak can anticipate higher margins from this niche business with solid contribution to Amtrak's bottom line. During FY 2019, Amtrak anticipates the following in the FY 2019 Annual Operating Plan: Charter Train revenue = $3.7 million; Private Car revenue = $3.0 million; Total revenue = $6.7 million.

## OTHER OPPORTUNITIES

Amtrak Services pursues other opportunities that align with its key tenets. For example, Amtrak bid in partnership with Spanish rail operator Renfe to be the Early Train Operator for the California High Speed Rail project between San Francisco and Los Angeles, and we have explored partnering with a private entity to provide Amtrak train service between Los Angeles and Las Vegas. We are also exploring the possibility of expanding multimodal journeys with potential partners such as Uber and Lyft.

*Approximately 80 percent of Thruway bus connecting passengers would not travel on Amtrak if it were not for the existence of the Thruway bus connection.*

*Amtrak has nationwide in-house expertise in nearly all dimensions of operating a North American passenger railroad.*

## Market Overview

Amtrak Services operates in a range of markets with customers and competitors that include public agencies and private businesses. We adapt our approach and pricing to the market to achieve the best deals that can be made with partners and vendors in each circumstance.

A competitive analysis of the commuter market provides an example:

1. The conventional rail operating model of a single integrated system run by agency employees is not expanding. With the sole exception of Utah Transit, every new commuter system which has begun service since the early 1990s has contracted out the traditional railroad work disciplines.

2. When new commuter operations,were established Amtrak was chosen in many cases as the initial provider to set up the service, and ensure that it was operated safely and in a manner that met all of FRA's regulatory requirements.

3. Our strategy going forward embraces both geographic locations where our natural economies of scale can be most effectively applied, and business opportunities where a commuter rail provider is looking for a competent and experienced operator. Commuter operations bids can also solidify Amtrak's presence in strategically important areas such as California.

4. Commuter contracts may provide us with an opportunity to develop other business with our customers, who could potentially come to us in search of operational, mechanical, or engineering expertise.

5. Most commuter rail systems must comply with FRA requirements, which creates an opportunity for Amtrak to offer our knowledge of compliance and expertise to agencies.

Amtrak has nationwide in-house expertise in nearly all dimensions of operating a North American passenger railroad. We have resources such as train and engine crews, maintenance facilities, and supervision already in place in most major cities. We have over 47 years of experience operating intercity passenger trains nationwide, along with decades of experience providing contract commuter operations (currently Metrolink, Shore Line East, and MARC's Penn Line) and contract maintenance (currently Sounder, SunRail, MARC, and VRE). We operate over and are trusted by nearly 30 host railroads nationwide and have a strong reputation for standing by our payment and indemnification commitments. Amtrak maintains a unique set of key resources necessary for the efficient and effective operation of rail services, including planning, training, mechanical, safety, security, environmental, strategy, operational and infrastructure engineering resources.

Amtrak train and engine crews operating Amtrak's own trains, or operating trains where Amtrak provides crews on a contract basis, are trained in our world-class training facility, which includes providing the opportunity to refine their skills with up-to-date simulator technology before going out under qualified supervision to complete their training on the job.

Amtrak enjoys a reputation as a competent and reliable train operator, with a deeper bench of available staff than most of our contract commuter competitors, plus unique training capabilities. However, pricing to win business while providing a reasonable financial return for the company can be a challenge in this competitive field.

# Strategy

## Amtrak Services Strategies

Amtrak Services performs a unique role within Amtrak because it is seeking market-based and competitively bid business opportunities. Pricing is based on providing a positive financial contribution at a minimum and obtaining more if a particular market will support it. Amtrak Services, in conjunction with Amtrak subject matter experts, also undertakes evaluations such as make versus buy. For example, the routing optimizer in a Multimodal Travel project discussed below would likely be more quickly and cost-effectively acquired through partnership or licensing with external firms who have years of experience, rather than built in-house.

Amtrak Services uses a selection process that evaluates potential projects based on the key tenets. Other considerations for potential projects or target markets include:

- Are investments required to make Amtrak competitive? If so, is public or private seed money available?
- Should Amtrak join with joint venture partner(s)? Are market opportunities large enough to justify this? An attractive return on investment is required, along with effort to establish legal and business agreements.
- If modifications to work rules, wages, etc., from the agreement workforce are required, can they be agreed upon?
- Will there be opportunities where establishing a subsidiary may be beneficial?
- Understanding and adherance to any applicable regulatory/ governmental requirements.
- Can Amtrak develop methods to handle flow-down requirements on work funded by the Federal Transit Administration (FTA), which differ from requirements for FRA-funded work with which Amtrak otherwise complies, or can those rules be addressed in some other way?
- The level of Amtrak Services resources will determine how much time we can spend developing options and bidding more effectively due to deep understanding of markets and relationships established prior to Requests for Proposals.

## Five Year Plan

Amtrak Services seeks to pursue opportunities with intention, rather than reacting to potential projects without a strategy. Achieving this requires the following to be accomplished.

### Continue to develop the organization

The Amtrak Services group is building the appropriate capacity to find and evaluate opportunities and cultivate relationships with B2B services partners.

### Pursue commuter operations opportunities

Pursue and win targeted opportunities through competitive and compelling proposals that meet customer needs. In addition, work with existing and potential customers on an ongoing basis to understand their needs and offer our services to their operations. In FY 2018, Amtrak was awarded the contract to continue to provide Train and Engine (T&E) services to the MARC Penn Line commuter service; the five-year contract, with an option for an additional five years, began in July 2018 and will generate more than $100 million in revenue for Amtrak over five years.

The most likely upcoming bid opportunities are listed. Dollar values are estimated annual Amtrak revenue:

- **SCRRA/Metrolink, Los Angeles, CA:** A bundled contract for T&E, Maintenance of Equipment (MoE), Maintenance of Way (MoW), and Communications & Signals of about $100M to $120M
- **ACE, Stockton-San Jose, CA:** T&E/MoE of about $5.7M
- **VRE, Northern Virginia-Washington, DC:** T&E and MoE of about $20M

Amtrak Services will review these and other opportunities for fit with our key tenets. We'll also consider the best approach for each bid, including self-performing the services, using subcontractors, or forming a joint venture or other form of business structure.

**COMMUTER CUSTOMERS OF AMTRAK SERVICES**

| | METROLINK | MARC | Shore Line East | SOUNDTRANSIT | SunRail |
|---|---|---|---|---|---|
| **Agency** | **Southern California Regional Rail Authority** (Los Angeles, CA) | **Maryland Transit Administration** (Baltimore, MD) | **Connecticut Department of Transportation** (New Haven, CT) | **Sound Transit** (Seattle, WA) | **Central Florida Commuter Rail Commission** (Orlando, FL) |
| **Amtrak Services** | Train Operations | Train Operations, Maintenance of Equipment | Train Operations, Maintenance of Equipment | Maintenance of Equipment | Maintenance of Equipment |
| **System Route Miles** | 409 | 77 | 50 | 82 | 32 |
| **Number of Trains** | 171 weekday; 48 Saturday; 42 Sunday | 57 weekday; 18 Saturday; 12 Sunday | 36 weekday; 22 Saturday/Sunday | 34 weekday | 36 weekday |
| **Annual Riders** | 11.5M | 6.2M | 585,218 | 4.2M | 910,000 |
| **Stations** | 59 | 13 | 9 (Not including Metro-North Railroad Segment) | 12 | 12 |

### Support existing commuter agency customers

For existing customers, work with Amtrak functional areas to provide the services customers require to execute their vision, while developing opportunities for Amtrak to meet additional needs.

### Continue to expand Thruway services

Expanding rail service faces high barriers to entry from host railroad resistance frequently accompanied by large capital investment demands. Thruway service provides a means to grow ridership and revenue in new and existing Amtrak markets by instituting bus service at low initial cost to establish an Amtrak presence in new markets, and to provide route extensions and additional frequencies for existing rail routes. Amtrak will explore closer schedule and operational coordination with bus operators and with state funding partners.

Current national network planning concepts envision buses performing some, or all, of the following roles:

- Enhancing rail service with **auxiliary frequencies.** Current example: The Amtrak *Cascades* service.
- **Adding new markets** to feed customers to/from the Amtrak rail system using bus connections. Example: Replicate Bakersfield, CA hub in Harrisburg, PA or other locations.
- **Preserving network access** if rail service is discontinued.
- Pursuing **interline ticketing partnerships** with commuter rail and transit operators to expand the Amtrak network to new markets.

Under federal and some state rules Amtrak cannot sell "bus-only" trips on dedicated bus routes funded by Amtrak. This impairs mobility for passengers and unnecessarily increases the federal funding required to maintain nationwide connectivity. A statutory change eliminating this restriction would address this situation, and would be particularly beneficial to potential passengers on routes over which direct intercity bus service is not otherwise offered.

### Continue to improve financial performance of charter trains and private cars

The market is still adapting to the restructuring of the business described in this Plan, so FY 2019 results may vary from the FY 2019 Annual Operating Plan, but early indications are that Amtrak can anticipate high margins from this niche business with solid contribution to Amtrak's bottom line.

Amtrak will monitor market acceptance of our restructuring and adjust as necessary to maximize contribution without distracting from Amtrak's core activities.

### New Opportunities

The Amtrak Services group pursues other opportunities which fit its key tenets. During FY 2019 this is expected to include pursuing, in coordination with Amtrak's Marketing and IT departments, the possibility of a Multimodal Travel initiative to provide information to customers regarding connections to help them travel beyond Amtrak stations to their ultimate destination address from their origin address. This initiative ranges from possible integration with ride hailing services such as Uber and Lyft to issuing a Request for Information, evaluating the responses, and determining next steps to identify solution options and potential partners for systems that integrate travel information, journey planning and through-ticketing as is common in Europe. Amtrak sells Thruway tickets today that include connections with over 50 transportation providers, offering seamless travel between Amtrak trains and buses, vans, shuttles, and ferries.

*We know from experience that adding connections to our network attracts new riders and grows revenue.*

Amtrak Services is also exploring partnership opportunities to participate in various activities related to providing train services. For example, during FY 2018 Amtrak joined Spanish train operator Renfe's consortium as a subcontractor to provide consulting services for the California High Speed project, potentially leading to future operations. Although the Renfe consortium came in second in the bidding, Amtrak may be able to undertake similar partnerships in the future.

# Risks and Environmental Factors

## EXTERNAL FACTORS

### Contract commuter operations

Entrenched competitors exist in each potential market with resources and market presence that generally exceed what Amtrak has available, at least initially. Some competitors, particularly in the commuter services area but potentially also in other areas, may be willing to price below their cost or take significant risks in areas such as liability to establish or defend their positions in the marketplace.

Commuter operations are funded by public agencies as a service and by their nature operate at a financial loss, which when combined with state and local funding pressures drive commuter agencies to economize, pursuing lower costs and pushing risk onto contractors. This can make it difficult for Amtrak to meet its goal of achieving sufficient contribution while operating in this market.

Amtrak also faces accounting and compliance hurdles. Amtrak receives federal funding through the FRA, while commuter carriers generally receive federal funding through the FTA. Currently, the federal flow-down compliance rules are different for the two sources of federal funding. As requested by Amtrak elsewhere, it would be beneficial to Amtrak's pursuit of FTA-funded commuter operations opportunities if the federal government would harmonize FTA and FRA funding flow-down rules.

### Thruway connecting services

By law, Amtrak can enter into ticket selling agreements with bus companies. Under such agreements, Amtrak can create interline routes that combine rail and bus segments using private bus lines. However, dedicated Amtrak bus routes (for which Amtrak charters the buses) have legal restrictions, as noted earlier that impact Amtrak's ability to leverage bus services to improve our ability to connect communities across the country.

## Charter trains and private cars

The Amtrak Services group significantly restructured both of these businesses during FY 2018 to retain as much financial contribution as possible while eliminating low-contribution moves and interference with Amtrak's core operations, to comply with our key tenets. Amtrak's consistent application of the following clear guidelines has enabled implementation of our restructuring strategy. However, it is still not fully known how the marketplace will react to this structure long-term:

### Public Guidelines for Charter Trains Operated by Amtrak

These guidelines apply to Charter Trains, defined as non-regularly-scheduled trains for commercial customers operated by Amtrak pursuant to negotiated agreements. These guidelines do not apply to special moves that Amtrak may operate for its own or for governmental purposes. These guidelines do not apply to private cars. Amtrak's primary objective is to operate its core train service safely, punctually, and efficiently. As a result, the following guidelines apply to Charter Trains:

- Charter Trains must operate on existing Amtrak routes;
- Charter Trains must not be one-time trips;
- Charter Trains proposing to use Amtrak resources such as equipment and crews are subject to the availability of those Amtrak resources without impact on regularly scheduled operations;
- Charter Trains must generate sufficient financial benefit for Amtrak to justify the Amtrak resources and assets;
- All Charter Train terms and conditions are subject to a final written agreement signed by Amtrak and the commercial charter customer.

### Public Guidelines for Private Cars on Amtrak

These guidelines apply to Private Cars, defined as non-Amtrak cars moved on regularly scheduled Amtrak trains, parked at Amtrak-controlled facilities, or repaired by Amtrak employees for commercial customers. These guidelines do not apply to any such move, parking, or repair activity that Amtrak may perform for its own or for governmental purposes. Amtrak's primary objective is to operate its core scheduled train service safely, punctually, and efficiently. As a result, the following guidelines apply to Private Cars:

- The needs of regularly scheduled Amtrak passenger trains and customers will take first priority. Private Car services are dependent on the availability of facilities, equipment and resources. All such activities require prior Amtrak written approval.
- Private Cars must not delay Amtrak trains. While customers could previously request movement of private railroad cars to or from essentially any Amtrak station, the restructuring of the business has reduced the number of locations where Amtrak will add or remove a private car from an Amtrak train to 42 locations around the country. These locations are mostly origin or termination points of trains where adding or removing cars does not affect passengers on the trains. There are also some intermediate points where time in the schedule and local conditions also permit adding and removing private cars from Amtrak trains without delaying Amtrak customers.
- Maintenance performed by Amtrak on Private Cars is limited to FRA-required repairs of safety appliances, with such maintenance performed only as necessary on Private Cars in the consist of an Amtrak train during an approved Private Car journey, plus a few selected types of maintenance that Amtrak is particularly qualified to provide. Maintenance work will be billed at applicable Association of American Railroads (AAR) car repair rates and terms plus applicable Amtrak fees.
- Private Car activities on Amtrak are subject to the then-current version of the "Conditions for Movement of Privately Owned Railroad Cars on Amtrak" as amended from time to time and must be approved by Amtrak in advance on a case-by-case basis.
- Private Car activities and personnel are subject to all applicable safety, security, operational and other rules and requirements of Amtrak and its host railroads. Private Car owners and staff are strictly responsible for compliance with all such applicable rules and requirements.

## INTERNAL FACTORS

### *Capacity*

The bandwidth available to actively pursue new business, including the effort required from across Amtrak to respond to each potential business opportunity and Request for Proposal.

The capacity of Amtrak functional areas such as Engineering and IT to take on additional work on the timeframes required. Subcontracting, licensing, or partnering are options, although they can cut into Amtrak returns.

### *Risk appetite*

Willingness to take on reasonable business liability risks from performing additional work. Amtrak's culture and risk tolerance appetite have historically leaned toward taking on zero or nearly zero additional risk, which can lead to high insurance/mitigation costs or declining to bid.

### *Ability to price competitively*

Essential to running Amtrak as a business is market-driven pricing; a willingness to price to what the market will bear. We require pricing that contributes positive financial contribution but that is also competitive in the marketplace.


# *Conclusion*

One of the basic tenets for Amtrak Services is to provide a positive financial contribution to Amtrak. In FY 2019 Amtrak Services is forecast to provide $36.33 million in contribution from its activities, and add $51.0 million in net revenue to the rail network from Thruway operations.

Amtrak Services will continually evaluate business opportunities and pursue those that satisfy its three key tenets: (1) Provide positive financial contribution to Amtrak; (2) Provide clear strategic value for Amtrak; and (3) Do not distract from or impede Amtrak's core activities.

# Ancillary: Real Estate & Commercial Services


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# *Ancillary Service Line: Real Estate & Commercial*

## *Introduction*

Amtrak owns and manages a nationwide portfolio of real estate across the territories in which we operate. This includes over eight million square feet of station and maintenance facilities, ownership of five of our top 10 busiest stations, and over 800 miles of right-of-way.

While our assets are primarily used for railroad operations, some produce recurring revenue or have the potential to do so. This revenue is used for reinvestment back into critical infrastructure and operational improvements that benefit our customers.

In addition to revenue-producing opportunities, the Real Estate & Commercial (RE&C) service line is needed to support Amtrak's primary business function by acquiring property and/or real estate rights necessary for railroad operations. All activities are reported through the Ancillary Service Line under the FAST Act account structure.

*Rendering of the new Metropolitan Club at the new Moynihan Train Hall.*

*Aerial view of Washington Union Station and surrounding facilities.*

## INTRODUCTION (CONTINUED)

The major functions of the RE&C service line, which is organized through the Stations, Facilities, Properties, and Accessibility department, include:

- Overseeing the company's portfolio of real estate assets (owned and managed) through acquisitions, dispositions, and day-to-day operations.
- Working to maximize the portfolio's performance.
- Managing overall acquisitions and dispositions. Transactional responsibility on leasing or acquisition of facilities for the Corporation including office facilities, right-of-way, etc.
- Proactively making real estate decisions that are aligned with enterprise business strategy, while minimizing risk and maximizing returns.
- Developing workplace solutions for Amtrak employees that seamlessly integrate all infrastructure requirements.
- Establishing and implementing the standards for Amtrak-owned and leased facilities to deliver high quality space to all customers, employees and visitors.
- Providing oversight for all the company's development strategies and evaluating development activities.
- Analyzing financial feasibility of proposed projects.
- Negotiating agreements for utility occupations ("pipe and wire") as well as telecommunications and fiber optic occupations of the right-of-way and Amtrak-owned stations.
- Managing Amtrak-owned parking lots and garages as well as station, on-board and right-of-way advertising.
- Managing and overseeing all retail locations owned or managed by the company.
- Seeking opportunities to leverage Amtrak-owned fixed assets and air rights through arrangements with public and private sector entities.

To maximize the benefits to Amtrak associated with these activities, the company has undertaken a progressive effort to analyze opportunities across multiple asset classes including stations, maintenance facilities, rights-of-way, and air rights in order to identify a diverse program of opportunities for improvements and potential partnership with the private sector. Opportunities range from direct real estate transactions to comprehensive partnerships covering a variety of real estate asset types, station operations and maintenance, and master plan improvements. Executing these types of business transactions to capture untapped value can help strengthen Amtrak's self-reliance and develop facilities, amenities and density that supporting Amtrak's mission.

# Strategy

## Market Overview

Given Amtrak's operation spans 46 states and three Canadian provinces, RE&C activities occur throughout the Northeast Corridor and the National Network. Amtrak fully owns 96 stations within its operating portfolio of over 500 stations. Amtrak also occupies over 1 million square feet of office space and owns approximately half of this space. Amtrak owns approximately 7.1 million square feet of maintenance facilities in over 150 unique locations in 24 states. Amtrak owns or long-term leases approximately 740 miles of rights-of way including: 245 miles Washington, DC to New Rochelle, NY; 11 miles of the Empire line in New York, NY; 118 miles of the NEC from New Haven, CT to the Rhode Island–Massachusetts border; 104 miles of the Keystone line in Pennsylvania; 95 miles of the Empire line in upstate New York; 12 miles of the Post Road Branch in upstate New York; 60 miles of the Springfield line from New Haven, CT to Springfield, MA; 95 miles of the Michigan line from Porter, IN to Kalamazoo, MI; and in and around Chicago's Union Station.

*Below: Chicago's Union Station*

## About the Department

Under the Administration group within Amtrak, the Real Estate and Commercial service line comprises several functions and development programs that both serve to proactively manage Amtrak's assets and generate revenue. With regard to Real Estate and Commercial, the Stations, Properties, and Accessibility department performs a variety of functions including the following.

### REAL ESTATE OPERATIONS AND ASSET MANAGEMENT

Manages all corporate owned, leased, or occupied real property assets to support the company's station, maintenance facility, and corporate office operations.

#### Corporate Office Operations

Responsibilities include setting and ensuring compliance with Amtrak workplace policies, acquiring space required to support operations, administering agreements, managing space inventory, managing furniture inventory, preparing space plans and providing project oversight for office fit-out/occupancy.

#### Real Estate Operations

Excluding corporate office, manages all real estate assets required to support railroad operations. Responds to inquiries from station owners and prospective station owners/developers, as well as from Amtrak Operations, to obtain or renew leases, enforce lease terms, negotiate facility acquisition, and dispose excess or underused assets.

#### Facilities Development

Responsible for specifying Amtrak's operating space requirements and reviewing operating facility development plans for consistency with the space and signage requirements for assets, nationwide. This team also maintains and periodically updates the Amtrak Station Program and Planning Guidelines and the Amtrak Station Graphic Signage Standards Manual.

#### Financial Operations

Manages all revenue pertaining to retail, parking, advertisement, and telecommunications and so called "pipe and wire" uses of Amtrak property, which involves providing occupancy to utilities and other third-party encumbrances. Budgets for and manages all real estate payments. Communicates with all facets of operations to address issues with leases, contracts, and special projects.

#### Property Control Group

Maintains current property plans and maps. Custodian for over 14,000 archival documents from predecessor railroads, including deeds, leases, easements, sales record, purchase records and licenses. Maintains a digital map library, responds to requests for information from within Amtrak and from third parties, and provides testimony in legal proceedings involving property rights and ownership.

*Amtrak Corporate Headquarters in Washington, DC.*

## COMMERCIAL PLANNING & DEVELOPMENT

Generates revenue from all corporately owned real property assets as a non-core business activity, including:

### *Advertising*

Manages portfolio of over 270 existing static billboards and over 650 static indoor station advertising locations throughout the Amtrak network. Responsible for the conversion from static to digital medium for strategic billboard or in-station locations. Manage the on-board advertising for trains throughout the Northeast Corridor.

### *Retail*

Manages over 190 retail facilities owned by the company made available for lease; maintains good relationships with tenants; markets available space, finds tenants, and leads lease negotiations. Responds to and manages ad-hoc requests for short-term seasonal or event-driven lease space.

### *Parking*

Oversight of operators at Amtrak's 10 parking garages and surface lots. Responsible for coordination of maintenance and capital improvements.

### *Filming*

Manages on-location station and right-of-way and on-board train filming requests on Amtrak property.

### *Station Development*

Oversight for all the company's development strategies and evaluates development activities; establishes development strategies and evaluations; analyzes the financial feasibility of proposed projects; leads transactions.

### *Telecommunications*

Negotiates, drafts, manages and enforces revenue generating telecommunications agreements pursuant to which third parties, primarily telecom carriers, install, operate and maintain network facilities on Amtrak's right-of-way and stations. Agreements are for longitudinal fiber optic cables and wireless facilities for approximately 65 base sites.

### *Utility & Right-of-Way Occupations "Pipe & Wire"*

Manages a portfolio over 2,400 existing agreements and negotiates all new agreements related to long-term third party usage of the Amtrak right-of-way including transverse and longitudinal cable, fiber optic, electric transmission, sewer, water, oil, gas, and steam occupations.

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## *Customer Analysis*

Internal customers include the Corporation's functions and departments that use Amtrak-owned, leased and occupied real estate assets, ranging from corporate services such as IT and Government Affairs to Operations. External customers include Amtrak passengers, retail tenants and vendors, commuter railroads, and local governments. Commercial customers also include telecommunications and utility companies, companies wishing to advertise on Amtrak property and other private sector entities.

# FY 2018 Performance

## Summary

Amtrak's Real Estate and Commercial Service Line produced revenue and proceeds from disposition of real estate and other holdings totaling approximately $90.2 million in FY 2018. Revenue was derived from a variety of asset classes.

- **Advertising:** Throughout the Amtrak network, revenue from advertising was $8.8 million.
- **Parking:** Amtrak's ten parking garages and surface lots generated $14.1 million.
- **Retail:** Amtrak's robust retail portfolio generated $28 million in retail rental revenue, an increase of $1 million from FY 2017.
- **Utility & Right-of-Way Occupations ("Pipe & Wire"):** Agreements produced $9.9 million, an increase of over $1.6 million from FY 2017.
- **Telecommunications:** Fiber and wireless occupancy agreements produced $21.3 million in revenue, and remained consistent with FY 2017 results.

## Real Estate and Commercial Strategies

Moving into FY 2019, we anticipate three percent revenue growth overall from our various asset classes, bringing our budgeted revenue to $86.2 million. With the inclusion of real estate disposition and miscellaneous proceeds the total will equal $90.3 million, a slight increase over the preceding fiscal year. Each major asset class has developed a plan of new initiatives requiring additional resources to meet appropriate targets including:

- **Retail:** Adding new retail pads in New York Penn Station and Philadelphia William H. Gray III 30th Street Station is expected to generate additional revenue, bringing total revenue to $28.9 million in FY 2019.
- **Advertising:** New initiatives include digitization of existing billboards and in station advertising, the development and execution of an Advertising/Sponsorship/Branding RFP. FY 2019 revenue is estimated at $15.3 million.
- **Telecom:** Renewals of existing major dark fiber contracts are estimated at $17.1 million for FY 2019.
- **Utility & Right-of-Way Occupations ("Pipe & Wire"):** FY 2019 Revenue is estimated at $9.0 million. Significant new initiatives include streamlining Amtrak's agreement and permit process, right-of-way audits and digitizing Pipe & Wire records.
- **Real Estate Operations**: To provide greater efficiency in the processing of agreements, in FY 2019, the department will be implementing Phase II of Documentum and begin scanning all of the hard copy agreements currently housed in 30th Street Station.
- **Property Control:** In FY 2019, the department will continue to investigate methods for identifying property encroachment by adjacent property owners as well as the digitization of mapping property lines.

**KEY BUSINESS DRIVERS**

| | FY 2018 Actual | FY 2019 Goal | FY 2024 Goal |
|---|---|---|---|
| Gross Revenue | $90.2M | $90.3M | $114.2M |
| Customer Satisfaction Index (CSI) | 83.8% | 84.7% | 85% |


*Baltimore Penn Station is a major multimodal transportation hub serving the greater Baltimore region and is a vital link along the busy Northeast Corridor. With its classic Beaux-Arts architecture, the historic station was built in 1911 and anchors the Charles North District in Baltimore City. As the eighth busiest station in Amtrak's national network, Baltimore Penn Station serves Amtrak's high speed* Acela Express, Northeast Regional *and long-distance train services. In addition, the commuter operations of MARC's Penn Line, and the city's light rail and bus service can all be accessed via the station.*

## *Initiatives and Measures (FY 2020–FY 2024)*

| Initiative and Summary | Strategic Linkages | | |
|---|---|---|---|
| | Supports Strategic Pillars | Asset Lines Impacted | Impacts Key Business Measures |
| ***Master Developments***<br>Enter into favorable master development partnerships at Amtrak's major stations to drive business performance. | • Customer Impact<br>• Safety & Operations<br>• Financial Stewardship | • Stations | • Revenue<br>• Ridership<br>• eCSI |
| ***Revenue Growth Initiative***<br>Increasing revenue across platforms and asset classes. | • Financial Stewardship | • Stations | • Revenue<br>• Ridership |

### OVERVIEW OF PRIMARY INITIATIVES

#### *Master Developments*

Master Developments are a specific type of strategic partnership where Amtrak seeks to partner with the private sector to advance station improvements and generate economic developments in the areas surrounding each station to support passenger rail growth. Beyond funding and financing support, these master developers bring project delivery, asset management, and commercial development expertise to the table to help Amtrak cultivate a first-class customer experience, while maximizing the performance and value of its Major Stations. After a competitive search, Amtrak selected Riverside Investment & Development, Inc. as its master developer partner for Chicago Union Station and Penn Station Partners as its master developer partner for Baltimore Penn Station in 2017. A master developer solicitation was initiated for Philadelphia William H. Gray III 30th Street Station in 2018.

*More information on master developments at stations is included in the Stations Asset Line Plan.*

#### *Revenue Growth Initiative*

Amtrak's asset portfolio also includes rights-of-way, corporate office facilities, maintenance facilities, and both leased and vacant commercial properties. Amtrak conducted an inventory of these assets and initiated a number of programs to increase revenue. One such program is:

**Digital Advertising Expansion**

Growing ridership coupled with the demand for digital advertising has put Amtrak in a great position to increase its advertising revenue. Amtrak will seek proposals in FY 2019 for the development of two new digital advertising networks. The larger of the two networks will deliver an annual audience of approximately 25 million people, and will be comprised of the top stations on the NEC and Chicago Union Station. The second network will consist of the stations on the East Coast and the *Keystone* Corridor (Philadelphia–Harrisburg) with annual ridership of 200,000 to 700,000 passengers. These combined networks will deliver to advertisers an annual audience of over four million people. Amtrak is also exploring converting select billboards along its right-of-way to digital.

## Risks and Environmental Factors

### Federal Appropriations

While Amtrak does not use federal funds for Ancillary Services, a reduction in appropriations would require increased revenues to fill the gap which could lead to prioritization of initiatives generating short term revenue streams over longer term real estate and commercial objectives.

### Major Service Disruption

A major disruption in Amtrak service due to extreme weather, terrorist attack, infrastructure failure or other similar event could cause significant interruption of service and station usage that would adversely impact RE&C revenues and initiatives.

### Complex or Shared Ownership of Some Facilities

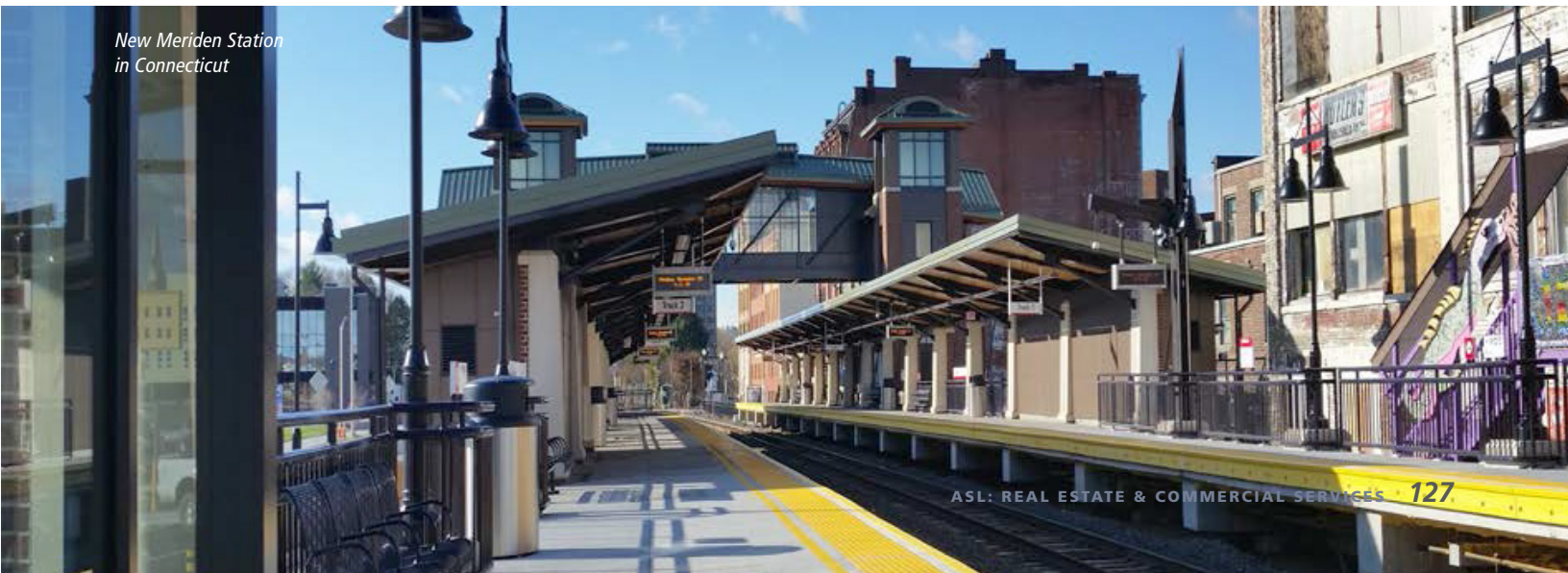
Some Amtrak facilities have shared ownership, which may provide benefits but requires extensive coordination that can slow down implementation of projects and initiatives.

### Staff Resources and Expertise

Amtrak requires sufficient staff in both the Real Estate group and among the Operations disciplines that support third party work along Amtrak's right-of-way and other assets.

## Key Strategic Issues

- Improved coordination with internal and external stakeholders on programmatic improvements at both owned and leased stations and facilities.
- Improved oversight and monitoring of corporate office space occupancy and utilization, and enforcement of corporate office space policy and standards.
- Coordinating and prioritizing customer needs across national geographic footprint.
- Establishing appropriate benchmarks for operating and maintenance responsibilities.
- Staffing and resources to execute complex public-private-partnership (P3) and real estate transactions.
- Flexibility to meet market opportunities in a timely manner.



*New Meriden Station in Connecticut*

# Profit & Loss Analysis

## Total Ancillary Service Line (FY 2019–FY 2024)

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | - | - | - | - | - | - | - |
| *Charter/Special Trains* | - | - | - | - | - | - | - |
| *Food and Beverage* | - | - | - | - | - | - | - |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | - | - | - | - | - | - |
| *Commuter Operations* | 127,092 | 130,904 | 134,717 | 138,644 | 142,686 | 146,845 | 820,888 |
| *Reimbursable Contracts* | 107,015 | 110,226 | 113,436 | 116,743 | 120,146 | 123,648 | 691,215 |
| *Access Revenue* | - | - | - | - | - | - | - |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | 89,698 | 91,492 | 93,286 | 95,116 | 96,982 | 98,884 | 565,460 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 1,858 | 1,895 | 1,932 | 1,970 | 2,009 | 2,048 | 11,712 |
| **Operating Sources Subtotal** | **325,663** | **334,518** | **343,372** | **352,474** | **361,823** | **371,426** | **2,089,276** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | - | - | - | - | - | - |
| *Other State/Local Mutual Benefit* | 1 | 68 | 2 | 3 | 1 | 3 | 78 |
| Financing Proceeds Applied | - | - | - | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **1** | **68** | **2** | **3** | **1** | **3** | **78** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 3,592 | 2,684 | - | 0 | 3 | 6,279 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | - | 15,668 | 14,699 | 14,151 | 13,758 | 13,590 | 71,867 |
| *Capital* | 10,505 | 11,546 | 14,505 | 14,922 | 10,929 | 10,429 | 72,836 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 515 | 703 | 387 | 286 | 390 | 390 | 2,671 |
| **Federal Grants to Amtrak Subtotal** | **11,021** | **31,508** | **32,276** | **29,359** | **25,078** | **24,412** | **153,653** |
| **Total Financial Sources** | **336,685** | **366,094** | **375,649** | **381,835** | **386,902** | **395,841** | **2,243,007** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 2,874 | 2,936 | 3,005 | 3,076 | 3,150 | 3,222 | 18,262 |
| Transportation | 86,402 | 88,489 | 90,725 | 93,015 | 95,480 | 98,298 | 552,409 |
| Equipment | 51,089 | 52,111 | 53,314 | 54,285 | 55,565 | 56,945 | 323,308 |
| Infrastructure | 90,727 | 91,977 | 93,373 | 95,489 | 97,666 | 99,870 | 569,102 |
| Stations | 822 | 859 | 930 | 977 | 1,049 | 1,104 | 5,741 |
| National Assets and Corporate Services | 65,097 | 66,266 | 67,276 | 69,397 | 71,755 | 74,331 | 414,122 |
| **Total Operating Uses** | **297,010** | **302,637** | **308,623** | **316,240** | **324,664** | **333,770** | **1,882,945** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **28,653** | **31,880** | **34,749** | **36,234** | **37,159** | **37,656** | **206,331** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | - | - | - | - | - | - | - |
| **Total Debt Service Payments** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **39,675** | **63,457** | **67,026** | **65,595** | **62,237** | **62,071** | **360,062** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | - | - | - | - | - | - | - |
| Transportation | 1,996 | 2,521 | 1,690 | 1,525 | 1,419 | 827 | 9,977 |
| Equipment | 6,585 | 7,384 | 8,728 | 6,786 | 1,666 | 1,715 | 32,865 |
| Infrastructure | 2,977 | 2,524 | 2,583 | 2,432 | 2,372 | 2,400 | 15,289 |
| Stations | 113 | 37 | - | - | - | - | 150 |
| National Assets and Corporate Services | 3,406 | 3,226 | 2,715 | 2,619 | 2,585 | 2,578 | 17,129 |
| **Capital Expenditures** | **15,077** | **15,693** | **15,716** | **13,362** | **8,043** | **7,520** | **75,411** |
| Legacy Debt Repayments | 2,848 | 3,767 | 4,973 | 4,976 | 4,973 | 4,982 | 26,518 |
| **Total Capital Uses** | **17,925** | **19,460** | **20,689** | **18,338** | **13,015** | **12,502** | **101,929** |
| | | | | | | | |
| **Remaining Carryover Balance** | **$ 21,750** | **$ 43,997** | **$ 46,337** | **$ 47,257** | **$ 49,222** | **$ 49,569** | **$ 258,133** |

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# Financial Reports

# Financial Reports

## Key Assumptions

The Five Year Plan financials assumes a steady state for Amtrak, with no significant changes in route services until the introduction of the Acela 21 Program (high-speed rail trainsets) in FY 2021. Key assumptions were submitted by Service and Asset Lines based on Amtrak and Service Line specific goals. This results in significant improvement in Adjusted Operating Earnings (breakeven in FY 2021 based on a consolidated financial statement view) and continued Capital investment with focus on large strategic projects, new fleet acquisition, and continuing state of good repair.

- **Adjusted Operating Earnings.** Steadily progress to breakeven in FY 2021. Revenue and expense reflect modest growth through FY 2022 in FY 2020 and FY 2021 and accelerated growth in FY 2023 and FY 2024 in line with Acela 21 Program deliverables.
- **Capital.** Total capital spend (including Railroad Rehabilitation & Improvement Financing (RRIF) loan spending) remains above $2 billion through FY 2024. As Operating Earnings approach breakeven, nearly all the combined Federal grant is used for Federal capital.
- **Grant.** Federal grant is assumed at the Fixing America's Surface Transportation (FAST) Act authorization level of funding for FY 2020 with moderate inflationary growth through FY 2024.

## Revenue and Ridership

Ticket Revenue and Ridership is expected to grow modestly through FY 2022 (average of 3.1% ticket revenue, and 1.8% ridership) and increase considerably in FY 2023 with the introduction of new high-speed rail (HSR) trainsets. With the new HSR trainsets, significant ridership growth is expected in the Northeast Corridor (NEC) in line with increased capacity. Baseline projections include assumptions for market growth, price changes, and service adjustments.

All other revenue is expected to grow on average between 1.5%–2.9% per year, consistent with historical trends, offsetting expense growth, and inflation. State Supported & Other Core Revenue is expected to grow 2% per year, consistent with historical trends and inflation.

## Key Expense Drivers

Growth in expenses includes measured growth in key areas to achieve breakeven in FY 2021 and continued bottom line growth through FY 2024. General inflation is assumed at approximately 2.2% based on Federal Reserve estimates. Despite inflation cost savings, and effective expense management will need to continue through FY 2024.

Total capital spend, including PRIIA & Third Party, over the 5 year planning horizon is expected to be approximately $16.0 billion, averaging roughly $2.7 billion per year and average growth of 6%. Majority of spend is focused around acquisitions of the new fleet equipment, maintaining our Infrastructure in a state of good repair and advancing design and construction activity for large Infrastructure projects.

# Consolidated Operating Profit & Loss

## FY 2019–FY 2024

| *($s in Millions)* | Plan FY 2019 | 5 Year Plan FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---|---|---|---|---|---|
| Ticket Revenue (Adjusted) | $ 2,288.1 | $ 2,361.7 | $ 2,423.9 | $ 2,512.0 | $ 2,641.9 | $ 2,764.0 |
| Food & Beverage | 139.1 | 148.1 | 156.4 | 158.8 | 162.1 | 165.6 |
| State Supported Train Revenue | 237.7 | 241.2 | 244.9 | 248.5 | 252.3 | 256.0 |
| **Subtotal Passenger Related Revenue** | **2,664.8** | **2,751.0** | **2,825.2** | **2,919.4** | **3,056.3** | **3,185.6** |
| Ancillary Revenue | 329.8 | 358.6 | 368.2 | 378.1 | 388.2 | 398.6 |
| Other Core Revenue | 292.2 | 278.3 | 283.8 | 289.3 | 295.0 | 300.8 |
| **Total Revenue** | **3,286.8** | **3,388.0** | **3,477.1** | **3,586.8** | **3,739.5** | **3,885.0** |
| Salaries, Wages & Benefits | 2,176.2 | 2,209.6 | 2,244.4 | 2,313.1 | 2,388.3 | 2,477.3 |
| Train Operations | 307.4 | 318.1 | 321.3 | 330.9 | 357.4 | 371.7 |
| Fuel, Power & Utilities | 273.2 | 244.2 | 261.4 | 273.8 | 287.5 | 296.1 |
| Materials | 133.4 | 138.1 | 135.3 | 136.7 | 143.5 | 147.8 |
| Facility, Communication & Office | 174.9 | 177.5 | 170.4 | 167.0 | 170.4 | 172.1 |
| Advertising and Sales | 100.4 | 103.9 | 106.5 | 111.8 | 119.6 | 124.4 |
| Casualty and Other Claims | 69.6 | 69.6 | 69.6 | 70.3 | 71.0 | 71.7 |
| Professional Fees & Data Processing | 238.1 | 245.4 | 235.6 | 235.6 | 237.9 | 237.9 |
| All Other Expense | 146.9 | 151.7 | 143.9 | 145.0 | 147.9 | 151.7 |
| Transfer to Capital & Ancillary | (201.1) | (205.1) | (211.2) | (217.6) | (224.1) | (230.8) |
| **Total Expense** | **3,419.0** | **3,453.0** | **3,477.2** | **3,566.7** | **3,699.5** | **3,820.0** |
| **Adjusted Operating Earnings** | **$ (132.3)** | **$ (65.0)** | **$ 0.0** | **$ 20.0** | **$ 40.0** | **$ 65.0** |

| *($s in Millions)* | Y/Y % Growth 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 |
|---|---|---|---|---|---|
| Ticket Revenue (Adjusted) | 3.2% | 2.6% | 3.6% | 5.2% | 4.6% |
| Food & Beverage | 6.5% | 5.6% | 1.5% | 2.1% | 2.2% |
| State Supported Train Revenue | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% |
| **Subtotal Passenger Related Revenue** | **3.2%** | **2.7%** | **3.3%** | **4.7%** | **4.2%** |
| Ancillary Revenue | 8.7% | 2.7% | 2.7% | 2.7% | 2.7% |
| Other Core Revenue | (4.7%) | 2.0% | 2.0% | 2.0% | 2.0% |
| **Total Revenue** | **3.1%** | **2.6%** | **3.2%** | **4.3%** | **3.9%** |
| Salaries, Wages & Benefits | 1.5% | 1.6% | 3.1% | 3.2% | 3.7% |
| Train Operations | 3.5% | 1.0% | 3.0% | 8.0% | 4.0% |
| Fuel, Power & Utilities | (10.6%) | 7.0% | 4.8% | 5.0% | 3.0% |
| Materials | 3.5% | (2.0%) | 1.0% | 5.0% | 3.0% |
| Facility, Communication & Office | 1.5% | (4.0%) | (2.0%) | 2.0% | 1.0% |
| Advertising and Sales | 3.5% | 2.5% | 5.0% | 7.0% | 4.0% |
| Casualty and Other Claims | 0.0% | 0.0% | 1.0% | 1.0% | 1.0% |
| Professional Fees & Data Processing | 3.0% | (4.0%) | 0.0% | 1.0% | 0.0% |
| All Other Expense | 3.3% | (5.1%) | 0.8% | 2.0% | 2.5% |
| Transfer to Capital & Ancillary | (2.0%) | (3.0%) | (3.0%) | (3.0%) | (3.0%) |
| **Total Expense** | **1.0%** | **0.7%** | **2.6%** | **3.7%** | **3.3%** |
| **Adjusted Operating Earnings** | **50.9%** | **100.0%** | **N/A** | **100.0%** | **62.5%** |

# Consolidated Account Structure: Northeast Corridor

## FY 2019–FY 2024

| *($s in Thousands)* | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 1,285,736 | 1,320,466 | 1,353,257 | 1,415,733 | 1,519,772 | 1,613,158 | 8,508,124 |
| *Charter/Special Trains* | 1,779 | 1,779 | 1,779 | 1,779 | 1,779 | 1,779 | 10,676 |
| *Food and Beverage* | 47,167 | 50,013 | 52,721 | 53,973 | 56,113 | 58,278 | 318,265 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Operating Payments* | 169,375 | 172,762 | 176,150 | 179,605 | 183,128 | 186,720 | 1,067,739 |
| *Commuter Operations* | 70,597 | 72,715 | 74,833 | 77,015 | 79,260 | 81,570 | 455,991 |
| *Reimbursable Contracts* | 77,126 | 79,439 | 81,753 | 84,136 | 86,589 | 89,113 | 498,157 |
| *Access Revenue* | 47,358 | 48,306 | 49,253 | 50,219 | 51,204 | 52,208 | 298,548 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | 74,450 | 75,939 | 77,428 | 78,946 | 80,495 | 82,074 | 469,332 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 21,209 | 21,633 | 22,057 | 22,490 | 22,931 | 23,381 | 133,700 |
| **Operating Sources Subtotal** | **1,794,796** | **1,843,053** | **1,889,231** | **1,963,897** | **2,081,271** | **2,188,282** | **11,760,530** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - | - | - | - |
| *PRIIA 212 Capital Payments* | 162,037 | 171,433 | 187,600 | 201,189 | 213,199 | 219,579 | 1,155,038 |
| *Other State/Local Mutual Benefit* | 290 | 63,949 | 145,296 | 170,778 | 206,497 | 386,424 | 973,235 |
| Financing Proceeds Applied | 136,863 | 562,682 | 508,059 | 141,826 | 456,471 | - | 1,805,900 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **299,190** | **798,064** | **840,955** | **513,793** | **876,166** | **606,004** | **3,934,173** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 441,711 | 61,541 | 262,872 | 313,048 | 43,949 | 1,123,122 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | - | - | - | - | - | - | - |
| *Capital* | 297,770 | 587,000 | 598,940 | 611,119 | 623,541 | 636,212 | 3,354,581 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 6,435 | 9,426 | 5,485 | 4,220 | 5,527 | 5,527 | 36,620 |
| **Federal Grants to Amtrak Subtotal** | **304,204** | **1,038,137** | **665,967** | **878,211** | **942,116** | **685,689** | **4,514,323** |
| **Total Financial Sources** | **2,398,191** | **3,679,254** | **3,396,153** | **3,355,901** | **3,899,553** | **3,479,974** | **20,209,025** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 7,141 | 7,229 | 7,203 | 7,387 | 7,931 | 8,588 | 45,479 |
| Transportation | 349,682 | 356,282 | 368,614 | 407,511 | 442,758 | 453,874 | 2,378,720 |
| Equipment | 219,506 | 221,683 | 222,224 | 227,299 | 246,695 | 268,146 | 1,405,553 |
| Infrastructure | 234,272 | 236,052 | 234,190 | 239,041 | 252,287 | 268,144 | 1,463,986 |
| Stations | 55,300 | 55,556 | 54,664 | 55,485 | 59,695 | 64,842 | 345,542 |
| National Assets and Corporate Services | 403,127 | 401,613 | 402,977 | 414,692 | 451,070 | 489,177 | 2,562,656 |
| **Total Operating Uses** | **1,269,028** | **1,278,415** | **1,289,872** | **1,351,415** | **1,460,435** | **1,552,772** | **8,201,936** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **525,769** | **564,638** | **599,359** | **612,482** | **620,836** | **635,510** | **3,558,594** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | 30,396 | 95,308 | 127,021 | 155,903 | 224,155 | 193,665 | 826,447 |
| **Total Debt Service Payments** | **30,396** | **95,308** | **127,021** | **155,903** | **224,155** | **193,665** | **826,447** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,098,767** | **2,305,531** | **1,979,259** | **1,848,584** | **2,214,963** | **1,733,537** | **11,180,642** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 5 | 5 | 5 | 0 | 0 | - | 15 |
| Transportation | 39,969 | 48,726 | 33,452 | 94,083 | 111,001 | 48,772 | 376,004 |
| Equipment | 152,468 | 775,474 | 642,889 | 414,160 | 837,815 | 345,694 | 3,168,499 |
| Infrastructure | 665,590 | 1,020,679 | 976,330 | 1,000,167 | 1,006,982 | 1,185,631 | 5,855,380 |
| Stations | 187,401 | 270,840 | 216,960 | 237,696 | 197,313 | 115,669 | 1,225,878 |
| National Assets and Corporate Services | 52,584 | 48,225 | 41,017 | 39,159 | 38,589 | 38,491 | 258,065 |
| **Capital Expenditures** | **1,098,016** | **2,163,949** | **1,910,653** | **1,785,265** | **2,191,700** | **1,734,258** | **10,883,841** |
| Legacy Debt Repayments | 147,178 | 141,874 | 97,224 | 63,755 | 56,230 | 49,806 | 556,067 |
| **Total Capital Uses** | **1,245,193** | **2,305,823** | **2,007,878** | **1,849,020** | **2,247,930** | **1,784,064** | **11,439,908** |
| | | | | | | | |
| **Remaining Carryover Balance** | **$ (146,427)** | **$ (292)** | **$ (28,618)** | **$ (436)** | **$ (32,967)** | **$ (50,526)** | **$ (259,266)** |

# Consolidated Account Structure: National Network

## FY 2019–FY 2024

| ($s in Thousands) | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 998,050 | 1,036,898 | 1,066,348 | 1,091,995 | 1,117,858 | 1,146,496 | 6,457,645 |
| *Charter/Special Trains* | 2,517 | 2,517 | 2,517 | 2,517 | 2,517 | 2,517 | 15,105 |
| *Food and Beverage* | 91,908 | 98,095 | 103,676 | 104,834 | 105,982 | 107,355 | 611,849 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | 237,673 | 241,238 | 244,857 | 248,530 | 252,258 | 256,042 | 1,480,597 |
| *PRIIA 212 Operating Payments* | - | - | - | - | - | - | - |
| *Commuter Operations* | 56,494 | 58,189 | 59,884 | 61,630 | 63,426 | 65,275 | 364,898 |
| *Reimbursable Contracts* | 55,145 | 56,800 | 58,454 | 60,158 | 61,912 | 63,716 | 356,184 |
| *Access Revenue* | 16,730 | 17,065 | 17,400 | 17,741 | 18,089 | 18,444 | 105,468 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | 15,249 | 15,554 | 15,859 | 16,170 | 16,487 | 16,810 | 96,128 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 18,190 | 18,554 | 18,917 | 19,289 | 19,667 | 20,053 | 114,669 |
| **Operating Sources Subtotal** | **1,491,956** | **1,544,910** | **1,587,911** | **1,622,863** | **1,658,196** | **1,696,708** | **9,602,544** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | 68,000 | 67,800 | 68,300 | 60,700 | 62,000 | 92,744 | 419,544 |
| *PRIIA 212 Capital Payments* | 33,863 | 31,981 | 21,510 | 13,771 | 7,781 | 7,591 | 116,496 |
| *Other State/Local Mutual Benefit* | 94,576 | 205,541 | 106,478 | 97,459 | 30,180 | 37,596 | 571,830 |
| Financing Proceeds Applied | - | - | - | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **196,439** | **305,323** | **196,287** | **171,930** | **99,961** | **137,931** | **1,107,870** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 154,563 | 35,318 | 16,658 | 18,568 | 24,941 | 250,048 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | 640,987 | 629,638 | 599,359 | 592,482 | 580,836 | 570,510 | 3,613,813 |
| *Capital* | 645,346 | 562,363 | 616,521 | 647,755 | 684,246 | 719,914 | 3,876,146 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 6,899 | 9,594 | 5,369 | 4,012 | 5,414 | 5,414 | 36,701 |
| **Federal Grants to Amtrak Subtotal** | **1,293,232** | **1,356,158** | **1,256,567** | **1,260,908** | **1,289,064** | **1,320,779** | **7,776,707** |
| **Total Financial Sources** | **2,981,627** | **3,206,391** | **3,040,765** | **3,055,701** | **3,047,220** | **3,155,417** | **18,487,121** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 9,037 | 9,291 | 9,412 | 9,662 | 9,838 | 9,953 | 57,194 |
| Transportation | 936,611 | 951,818 | 962,744 | 990,164 | 1,011,703 | 1,023,413 | 5,876,454 |
| Equipment | 411,451 | 418,383 | 416,223 | 396,358 | 383,729 | 393,016 | 2,419,160 |
| Infrastructure | 114,027 | 115,544 | 116,254 | 118,908 | 121,011 | 122,781 | 708,526 |
| Stations | 150,435 | 152,564 | 152,422 | 155,208 | 157,899 | 159,090 | 927,618 |
| National Assets and Corporate Services | 528,380 | 526,948 | 530,214 | 545,045 | 554,852 | 558,964 | 3,244,403 |
| **Total Operating Uses** | **2,149,941** | **2,174,548** | **2,187,270** | **2,215,345** | **2,239,032** | **2,267,217** | **13,233,354** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **(657,985)** | **(629,638)** | **(599,359)** | **(592,482)** | **(580,836)** | **(570,510)** | **(3,630,811)** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | - | - | - | - | - | - | - |
| **Total Debt Service Payments** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **831,686** | **1,031,842** | **853,495** | **840,356** | **808,188** | **888,200** | **5,253,767** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 0 | 0 | 0 | 0 | 0 | - | 0 |
| Transportation | 48,829 | 86,756 | 35,744 | 33,623 | 33,848 | 18,864 | 257,665 |
| Equipment | 445,064 | 497,988 | 407,177 | 442,453 | 391,617 | 358,658 | 2,542,957 |
| Infrastructure | 203,724 | 224,279 | 206,057 | 205,264 | 199,172 | 316,065 | 1,354,560 |
| Stations | 96,579 | 137,114 | 105,387 | 108,095 | 101,707 | 97,516 | 646,397 |
| National Assets and Corporate Services | 54,366 | 51,255 | 42,689 | 40,317 | 39,863 | 39,767 | 268,257 |
| **Capital Expenditures** | **848,563** | **997,392** | **797,054** | **829,751** | **766,207** | **830,870** | **5,069,838** |
| Legacy Debt Repayments | 38,422 | 34,159 | 27,822 | 10,168 | 9,014 | 6,804 | 126,389 |
| **Total Capital Uses** | **886,985** | **1,031,551** | **824,877** | **839,919** | **775,222** | **837,674** | **5,196,227** |
| | | | | | | | |
| **Remaining Carryover Balance** | **$ (55,299)** | **$ 292** | **$ 28,618** | **$ 436** | **$ 32,967** | **$ 50,526** | **$ 57,540** |

# Consolidated Account Structure: Total Amtrak

## FY 2019–FY 2024

| ($s in Thousands) | FY 2019 | FY 2020 | FY2021 | FY 2022 | FY 2023 | FY 2024 | Total |
|---|---|---|---|---|---|---|---|
| **Financial Sources:** | | | | | | | |
| Passenger Related Revenue | | | | | | | |
| *Ticket Revenue (Adjusted)* | 2,283,785 | 2,357,365 | 2,419,605 | 2,507,728 | 2,637,631 | 2,759,654 | 14,965,769 |
| *Charter/Special Trains* | 4,297 | 4,297 | 4,297 | 4,297 | 4,297 | 4,297 | 25,780 |
| *Food and Beverage* | 139,074 | 148,108 | 156,398 | 158,807 | 162,094 | 165,633 | 930,115 |
| Contractual Contribution (Operating) | | | | | | | |
| *PRIIA 209 Operating Payments* | 237,673 | 241,238 | 244,857 | 248,530 | 252,258 | 256,042 | 1,480,597 |
| *PRIIA 212 Operating Payments* | 169,375 | 172,762 | 176,150 | 179,605 | 183,128 | 186,720 | 1,067,739 |
| *Commuter Operations* | 127,092 | 130,904 | 134,717 | 138,644 | 142,686 | 146,845 | 820,888 |
| *Reimbursable Contracts* | 132,271 | 136,239 | 140,207 | 144,294 | 148,501 | 152,829 | 854,341 |
| *Access Revenue* | 64,089 | 65,371 | 66,652 | 67,960 | 69,293 | 70,652 | 404,016 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | 89,698 | 91,492 | 93,286 | 95,116 | 96,982 | 98,884 | 565,460 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 39,399 | 40,186 | 40,974 | 41,778 | 42,598 | 43,433 | 248,368 |
| **Operating Sources Subtotal** | **3,286,752** | **3,387,963** | **3,477,143** | **3,586,760** | **3,739,466** | **3,884,989** | **21,363,073** |
| | | | | | | | |
| Contractual Contribution (Capital) | | | | | | | |
| *PRIIA 209 Capital Payments* | 68,000 | 67,800 | 68,300 | 60,700 | 62,000 | 92,744 | 419,544 |
| *PRIIA 212 Capital Payments* | 195,900 | 203,414 | 209,110 | 214,960 | 220,980 | 227,170 | 1,271,534 |
| *Other State/Local Mutual Benefit* | 94,866 | 269,491 | 251,773 | 268,237 | 236,677 | 424,021 | 1,545,065 |
| Financing Proceeds Applied | 136,863 | 562,682 | 508,059 | 141,826 | 456,471 | - | 1,805,900 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - | - | - | - |
| **Capital Sources Subtotal** | **495,629** | **1,103,387** | **1,037,242** | **685,723** | **976,127** | **743,935** | **5,042,043** |
| | | | | | | | |
| Federal Grants to Amtrak | | | | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | 596,274 | 96,859 | 279,530 | 331,616 | 68,890 | 1,373,170 |
| *Current Year FAST Sec 11101 Grants* | | | | | | | |
| *Operating* | 640,987 | 629,638 | 599,359 | 592,482 | 580,836 | 570,510 | 3,613,813 |
| *Capital* | 943,116 | 1,149,362 | 1,215,461 | 1,258,874 | 1,307,787 | 1,356,126 | 7,230,727 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 13,334 | 19,020 | 10,854 | 8,232 | 10,941 | 10,941 | 73,321 |
| **Federal Grants to Amtrak Subtotal** | **1,597,437** | **2,394,294** | **1,922,533** | **2,139,119** | **2,231,180** | **2,006,467** | **12,291,030** |
| **Total Financial Sources** | **5,379,818** | **6,885,644** | **6,436,918** | **6,411,602** | **6,946,773** | **6,635,391** | **38,696,147** |
| | | | | | | | |
| **Financial Uses (Operating):** | | | | | | | |
| Service Line Management | 16,178 | 16,520 | 16,616 | 17,049 | 17,768 | 18,541 | 102,673 |
| Transportation | 1,286,293 | 1,308,100 | 1,331,358 | 1,397,675 | 1,454,460 | 1,477,288 | 8,255,174 |
| Equipment | 630,957 | 640,066 | 638,447 | 623,657 | 630,424 | 661,162 | 3,824,713 |
| Infrastructure | 348,298 | 351,596 | 350,444 | 357,949 | 373,298 | 390,925 | 2,172,512 |
| Stations | 205,735 | 208,120 | 207,086 | 210,693 | 217,594 | 223,931 | 1,273,160 |
| National Assets and Corporate Services | 931,508 | 928,561 | 933,191 | 959,737 | 1,005,921 | 1,048,141 | 5,807,059 |
| **Total Operating Uses** | **3,418,969** | **3,452,963** | **3,477,143** | **3,566,760** | **3,699,467** | **3,819,989** | **21,435,290** |
| | | | | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **(132,216)** | **(65,000)** | **0** | **20,000** | **40,000** | **65,000** | **(72,217)** |
| | | | | | | | |
| **Financial Uses (Debt Service Payments):** | | | | | | | |
| RRIF debt repayments | 30,396 | 95,308 | 127,021 | 155,903 | 224,155 | 193,665 | 826,447 |
| **Total Debt Service Payments** | **30,396** | **95,308** | **127,021** | **155,903** | **224,155** | **193,665** | **826,447** |
| | | | | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,930,453** | **3,337,374** | **2,832,754** | **2,688,940** | **3,023,152** | **2,621,737** | **16,434,409** |
| | | | | | | | |
| **Financial Uses (Capital):** | | | | | | | |
| Service Line Management | 5 | 5 | 5 | 0 | 0 | - | 15 |
| Transportation | 88,798 | 135,482 | 69,197 | 127,706 | 144,849 | 67,637 | 633,669 |
| Equipment | 597,532 | 1,273,463 | 1,050,066 | 856,613 | 1,229,432 | 704,352 | 5,711,457 |
| Infrastructure | 869,314 | 1,244,958 | 1,182,387 | 1,205,431 | 1,206,154 | 1,501,696 | 7,209,941 |
| Stations | 283,979 | 407,954 | 322,347 | 345,791 | 299,019 | 213,185 | 1,872,275 |
| National Assets and Corporate Services | 106,950 | 99,480 | 83,706 | 79,476 | 78,453 | 78,258 | 526,323 |
| **Capital Expenditures** | **1,946,578** | **3,161,341** | **2,707,708** | **2,615,016** | **2,957,907** | **2,565,128** | **15,953,679** |
| Legacy Debt Repayments | 185,600 | 176,032 | 125,046 | 73,923 | 65,244 | 56,610 | 682,456 |
| **Total Capital Uses** | **2,132,178** | **3,337,374** | **2,832,754** | **2,688,940** | **3,023,152** | **2,621,737** | **16,636,135** |
| | | | | | | | |
| **Remaining Carryover Balance** | **(201,726)** | **0** | **(0)** | **(0)** | **0** | **0** | **(201,726)** |

# Fiscal Year 2019 Budget

| ($s in Thousands) | Northeast Corridor (NEC) Account: NEC | Northeast Corridor (NEC) Account: Infrastructure Access | Northeast Corridor (NEC) Account: Ancillary | Northeast Corridor (NEC) Account Total |
|---|---|---|---|---|
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,285,736 | - | - | 1,285,736 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 47,167 | - | - | 47,167 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 169,375 | - | 169,375 |
| *Commuter Operations* | - | - | 70,597 | 70,597 |
| *Reimbursable Contracts* | 4,742 | 20,111 | 52,273 | 77,126 |
| *Access Revenue* | 771 | 46,587 | - | 47,358 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 74,450 | 74,450 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 19,031 | 359 | 1,819 | 21,209 |
| **Operating Sources Subtotal** | 1,359,226 | 236,432 | 199,139 | 1,794,796 |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 162,037 | - | 162,037 |
| *Other State/Local Mutual Benefit* | 290 | 0 | 0 | 290 |
| Financing Proceeds Applied | 136,863 | - | - | 136,863 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | 137,152 | 162,037 | 0 | 299,190 |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | - | - | - | - |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 114,515 | 180,510 | 2,744 | 297,770 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,895 | 3,340 | 200 | 6,435 |
| **Federal Grants to Amtrak Subtotal** | 117,410 | 183,850 | 2,944 | 304,204 |
| **Total Financial Sources** | 1,613,788 | 582,319 | 202,083 | 2,398,191 |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 4,595 | 245 | 2,301 | 7,141 |
| Transportation | 251,459 | 54,450 | 43,773 | 349,682 |
| Equipment | 173,379 | 11,767 | 34,360 | 219,506 |
| Infrastructure | 106,551 | 91,938 | 35,782 | 234,272 |
| Stations | 38,490 | 16,072 | 738 | 55,300 |
| National Assets and Corporate Services | 293,623 | 72,972 | 36,533 | 403,127 |
| **Total Operating Uses** | 868,097 | 247,443 | 153,488 | 1,269,028 |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | 491,129 | (11,011) | 45,651 | 525,769 |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 30,396 | - | - | 30,396 |
| **Total Debt Service Payments** | 30,396 | - | - | 30,396 |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | 715,295 | 334,876 | 48,595 | 1,098,767 |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | 1 | 4 | - | 5 |
| Transportation | 18,808 | 20,434 | 726 | 39,969 |
| Equipment | 107,080 | 42,945 | 2,442 | 152,468 |
| Infrastructure | 204,820 | 458,359 | 2,412 | 665,590 |
| Stations | 130,478 | 56,878 | 45 | 187,401 |
| National Assets and Corporate Services | 27,307 | 23,902 | 1,375 | 52,584 |
| **Capital Expenditures** | 488,494 | 602,523 | 7,000 | 1,098,016 |
| Legacy Debt Repayments | 137,318 | 7,156 | 2,703 | 147,178 |
| **Total Capital Uses** | 625,812 | 609,679 | 9,702 | 1,245,193 |
| **Remaining Carryover Balance** | $ 89,483 | $ (274,803) | $ 38,893 | $ (146,427) |

**FY 2019**

| National Network Account | | | | National Network Account Total | Total Amtrak |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 539,992 | 458,057 | - | - | 998,050 | 2,283,785 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 26,966 | 64,941 | - | - | 91,908 | 139,074 |
| | | | | | |
| 237,673 | - | - | - | 237,673 | 237,673 |
| - | - | - | - | - | 169,375 |
| - | - | - | 56,494 | 56,494 | 127,092 |
| 0 | 0 | 402 | 54,742 | 55,145 | 132,271 |
| - | - | 16,730 | - | 16,730 | 64,089 |
| - | - | - | 15,249 | 15,249 | 89,698 |
| 10,845 | 7,266 | 40 | 39 | 18,190 | 39,399 |
| 817,994 | 530,265 | 17,172 | 126,524 | 1,491,956 | 3,286,752 |
| | | | | | |
| | | | | | |
| 68,000 | - | - | - | 68,000 | 68,000 |
| - | - | 33,863 | - | 33,863 | 195,900 |
| 15,009 | 75,206 | 4,359 | 1 | 94,576 | 94,866 |
| - | - | - | - | - | 136,863 |
| - | - | - | - | - | - |
| 83,009 | 75,206 | 38,222 | 1 | 196,439 | 495,629 |
| | | | | | |
| | | | | | |
| - | - | - | - | - | - |
| | | | | | |
| 68,044 | 545,519 | 27,424 | - | 640,987 | 640,987 |
| 226,854 | 324,033 | 86,698 | 7,761 | 645,346 | 943,116 |
| 2,841 | 3,419 | 324 | 316 | 6,899 | 13,334 |
| 297,739 | 872,971 | 114,446 | 8,077 | 1,293,232 | 1,597,437 |
| 1,198,742 | 1,478,443 | 169,840 | 134,602 | 2,981,627 | 5,379,818 |
| | | | | | |
| | | | | | |
| 5,782 | 2,639 | 44 | 573 | 9,037 | 16,178 |
| 375,402 | 512,276 | 6,304 | 42,629 | 936,611 | 1,286,293 |
| 174,898 | 219,781 | 43 | 16,728 | 411,451 | 630,957 |
| 29,856 | 19,975 | 9,251 | 54,945 | 114,027 | 348,298 |
| 82,790 | 65,095 | 2,466 | 84 | 150,435 | 205,735 |
| 217,310 | 256,018 | 26,488 | 28,564 | 528,380 | 931,508 |
| 886,039 | 1,075,784 | 44,596 | 143,522 | 2,149,941 | 3,418,969 |
| | | | | | |
| (68,044) | (545,519) | (27,424) | (16,998) | (657,985) | (132,216) |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 30,396 |
| - | - | - | - | - | 30,396 |
| | | | | | |
| 312,704 | 402,659 | 125,244 | (8,920) | 831,686 | 1,930,453 |
| | | | | | |
| | | | | | |
| - | 0 | - | - | 0 | 5 |
| 27,158 | 15,890 | 4,511 | 1,270 | 48,829 | 88,798 |
| 96,544 | 339,529 | 4,848 | 4,143 | 445,064 | 597,532 |
| 81,068 | 44,638 | 77,453 | 566 | 203,724 | 869,314 |
| 50,479 | 23,318 | 22,714 | 68 | 96,579 | 283,979 |
| 26,376 | 23,883 | 2,076 | 2,032 | 54,366 | 106,950 |
| 281,625 | 447,258 | 111,602 | 8,078 | 848,563 | 1,946,578 |
| 14,608 | 23,669 | - | 145 | 38,422 | 185,600 |
| 296,233 | 470,927 | 111,602 | 8,223 | 886,985 | 2,132,178 |
| | | | | | |
| $ 16,470 | $ (68,268) | $ 13,642 | $ (17,143) | $ (55,299) | $ (201,726) |

# Fiscal Year 2020 Forecast

| ($s in Thousands) | Northeast Corridor (NEC) Account | | | |
|---|---|---|---|---|
| | NEC | Infrastructure Access | Ancillary | Northeast Corridor (NEC) Account Total |
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,320,466 | - | - | 1,320,466 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 50,013 | - | - | 50,013 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 172,762 | - | 172,762 |
| *Commuter Operations* | - | - | 72,715 | 72,715 |
| *Reimbursable Contracts* | 4,884 | 20,714 | 53,841 | 79,439 |
| *Access Revenue* | 787 | 47,519 | - | 48,306 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 75,939 | 75,939 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 19,411 | 366 | 1,855 | 21,633 |
| **Operating Sources Subtotal** | **1,397,341** | **241,361** | **204,351** | **1,843,053** |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 171,433 | - | 171,433 |
| *Other State/Local Mutual Benefit* | 28,657 | 35,256 | 37 | 63,949 |
| Financing Proceeds Applied | 562,682 | - | - | 562,682 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | **591,339** | **206,689** | **37** | **798,064** |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | 289,934 | 150,008 | 1,769 | 441,711 |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 413,177 | 168,563 | 5,260 | 587,000 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 4,601 | 4,553 | 272 | 9,426 |
| **Federal Grants to Amtrak Subtotal** | **707,712** | **323,124** | **7,301** | **1,038,137** |
| **Total Financial Sources** | **2,696,391** | **771,174** | **211,688** | **3,679,254** |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 4,627 | 251 | 2,351 | 7,229 |
| Transportation | 254,325 | 56,943 | 45,015 | 356,282 |
| Equipment | 174,604 | 12,031 | 35,048 | 221,683 |
| Infrastructure | 106,342 | 93,314 | 36,396 | 236,052 |
| Stations | 38,409 | 16,374 | 772 | 55,556 |
| National Assets and Corporate Services | 291,480 | 72,913 | 37,220 | 401,613 |
| **Total Operating Uses** | **869,788** | **251,825** | **156,802** | **1,278,415** |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **527,553** | **(10,464)** | **47,548** | **564,638** |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 95,308 | - | - | 95,308 |
| **Total Debt Service Payments** | **95,308** | **-** | **-** | **95,308** |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,731,296** | **519,349** | **54,886** | **2,305,531** |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | 1 | 4 | - | 5 |
| Transportation | 30,721 | 17,107 | 898 | 48,726 |
| Equipment | 722,940 | 49,610 | 2,925 | 775,474 |
| Infrastructure | 423,505 | 595,084 | 2,091 | 1,020,679 |
| Stations | 170,133 | 100,692 | 15 | 270,840 |
| National Assets and Corporate Services | 25,969 | 20,956 | 1,300 | 48,225 |
| **Capital Expenditures** | **1,373,269** | **783,451** | **7,229** | **2,163,949** |
| Legacy Debt Repayments | 131,086 | 7,128 | 3,660 | 141,874 |
| **Total Capital Uses** | **1,504,355** | **790,579** | **10,889** | **2,305,823** |
| **Remaining Carryover Balance** | **$ 226,941** | **$ (271,230)** | **$ 43,997** | **$ (292)** |

**FY 2020**

| National Network Account | | | | National Network Account Total | Total Amtrak |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 569,166 | 467,732 | - | - | 1,036,898 | 2,357,365 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 29,252 | 68,844 | - | - | 98,095 | 148,108 |
| | | | | | |
| 241,238 | - | - | - | 241,238 | 241,238 |
| - | - | - | - | - | 172,762 |
| - | - | - | 58,189 | 58,189 | 130,904 |
| 0 | 0 | 414 | 56,385 | 56,800 | 136,239 |
| - | - | 17,065 | - | 17,065 | 65,371 |
| - | - | - | 15,554 | 15,554 | 91,492 |
| 11,062 | 7,412 | 40 | 40 | 18,554 | 40,186 |
| **853,236** | **543,988** | **17,520** | **130,167** | **1,544,910** | **3,387,963** |
| | | | | | |
| | | | | | |
| 67,800 | - | - | - | 67,800 | 67,800 |
| - | - | 31,981 | - | 31,981 | 203,414 |
| 46,582 | 132,348 | 26,580 | 32 | 205,541 | 269,491 |
| - | - | - | - | - | 562,682 |
| - | - | - | - | - | - |
| **114,382** | **132,348** | **58,562** | **32** | **305,323** | **1,103,387** |
| | | | | | |
| | | | | | |
| 108,781 | 29,215 | 14,745 | 1,823 | 154,563 | 596,274 |
| | | | | | |
| 67,548 | 527,957 | 18,465 | 15,668 | 629,638 | 629,638 |
| 314,671 | 174,381 | 67,025 | 6,286 | 562,363 | 1,149,362 |
| 3,955 | 4,768 | 441 | 430 | 9,594 | 19,020 |
| **494,954** | **736,321** | **100,675** | **24,207** | **1,356,158** | **2,394,294** |
| **1,462,572** | **1,412,656** | **176,757** | **154,406** | **3,206,391** | **6,885,644** |
| | | | | | |
| | | | | | |
| 6,036 | 2,626 | 44 | 584 | 9,291 | 16,520 |
| 393,134 | 508,662 | 6,547 | 43,475 | 951,818 | 1,308,100 |
| 182,593 | 218,682 | 44 | 17,063 | 418,383 | 640,066 |
| 30,909 | 19,710 | 9,344 | 55,581 | 115,544 | 351,596 |
| 85,766 | 64,227 | 2,485 | 87 | 152,564 | 208,120 |
| 222,344 | 249,102 | 26,455 | 29,046 | 526,948 | 928,561 |
| **920,784** | **1,063,010** | **44,920** | **145,835** | **2,174,548** | **3,452,963** |
| | | | | | |
| **(67,548)** | **(519,022)** | **(27,400)** | **(15,668)** | **(629,638)** | **(65,000)** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 95,308 |
| **-** | **-** | **-** | **-** | **-** | **95,308** |
| | | | | | |
| **541,788** | **349,646** | **131,837** | **8,571** | **1,031,842** | **3,337,374** |
| | | | | | |
| | | | | | |
| - | 0 | - | - | 0 | 5 |
| 33,856 | 49,552 | 1,725 | 1,623 | 86,756 | 135,482 |
| 285,436 | 202,657 | 5,436 | 4,459 | 497,988 | 1,273,463 |
| 77,667 | 57,772 | 88,406 | 434 | 224,279 | 1,244,958 |
| 68,220 | 36,527 | 32,344 | 22 | 137,114 | 407,954 |
| 24,747 | 22,660 | 1,923 | 1,925 | 51,255 | 99,480 |
| **489,926** | **369,168** | **129,834** | **8,463** | **997,392** | **3,161,341** |
| 13,026 | 21,025 | - | 107 | 34,159 | 176,032 |
| **502,952** | **390,194** | **129,834** | **8,571** | **1,031,551** | **3,337,374** |
| | | | | | |
| **$ 38,836** | **$ (40,548)** | **$ 2,003** | **$ (0)** | **$ 292** | **$ 0** |

# Fiscal Year 2021 Forecast

| ($s in Thousands) | Northeast Corridor (NEC) Account | | | Northeast Corridor (NEC) Account Total |
|---|---|---|---|---|
| | NEC | Infrastructure Access | Ancillary | |
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,353,257 | - | - | 1,353,257 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 52,721 | - | - | 52,721 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 176,150 | - | 176,150 |
| *Commuter Operations* | - | - | 74,833 | 74,833 |
| *Reimbursable Contracts* | 5,026 | 21,317 | 55,409 | 81,753 |
| *Access Revenue* | 802 | 48,451 | - | 49,253 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 77,428 | 77,428 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 19,792 | 373 | 1,892 | 22,057 |
| **Operating Sources Subtotal** | **1,433,378** | **246,291** | **209,562** | **1,889,231** |
| | | | | |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 187,600 | - | 187,600 |
| *Other State/Local Mutual Benefit* | 87,479 | 57,816 | 1 | 145,296 |
| Financing Proceeds Applied | 508,059 | - | - | 508,059 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | **595,538** | **245,416** | **1** | **840,955** |
| | | | | |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | 21,547 | 38,629 | 1,365 | 61,541 |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 267,878 | 322,865 | 8,197 | 598,940 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,828 | 2,507 | 150 | 5,485 |
| **Federal Grants to Amtrak Subtotal** | **292,253** | **364,002** | **9,712** | **665,967** |
| **Total Financial Sources** | **2,321,169** | **855,709** | **219,275** | **3,396,153** |
| | | | | |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 4,543 | 253 | 2,407 | 7,203 |
| Transportation | 262,378 | 59,805 | 46,430 | 368,614 |
| Equipment | 174,238 | 12,149 | 35,837 | 222,224 |
| Infrastructure | 103,563 | 93,510 | 37,118 | 234,190 |
| Stations | 37,353 | 16,473 | 839 | 54,664 |
| National Assets and Corporate Services | 291,869 | 73,626 | 37,482 | 402,977 |
| **Total Operating Uses** | **873,943** | **255,816** | **160,114** | **1,289,872** |
| | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **559,436** | **(9,525)** | **49,448** | **599,359** |
| | | | | |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 127,021 | - | - | 127,021 |
| **Total Debt Service Payments** | **127,021** | **-** | **-** | **127,021** |
| | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,320,205** | **599,893** | **59,161** | **1,979,259** |
| | | | | |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | 1 | 4 | - | 5 |
| Transportation | 19,875 | 13,050 | 528 | 33,452 |
| Equipment | 521,271 | 117,455 | 4,163 | 642,889 |
| Infrastructure | 337,556 | 636,635 | 2,140 | 976,330 |
| Stations | 120,659 | 96,301 | - | 216,960 |
| National Assets and Corporate Services | 21,981 | 17,936 | 1,100 | 41,017 |
| **Capital Expenditures** | **1,021,342** | **881,381** | **7,930** | **1,910,653** |
| Legacy Debt Repayments | 85,331 | 7,000 | 4,893 | 97,224 |
| **Total Capital Uses** | **1,106,673** | **888,381** | **12,824** | **2,007,878** |
| | | | | |
| **Remaining Carryover Balance** | **$ 213,532** | **$ (288,487)** | **$ 46,337** | **$ (28,618)** |

**FY 2021**

| National Network Account | | | | National Network Account Total | Total Amtrak |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 590,459 | 475,889 | - | - | 1,066,348 | 2,419,605 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 31,100 | 72,576 | - | - | 103,676 | 156,398 |
| | | | | | |
| 244,857 | - | - | - | 244,857 | 244,857 |
| - | - | - | - | - | 176,150 |
| - | - | - | 59,884 | 59,884 | 134,717 |
| 0 | 0 | 426 | 58,027 | 58,454 | 140,207 |
| - | - | 17,400 | - | 17,400 | 66,652 |
| - | - | - | 15,859 | 15,859 | 93,286 |
| 11,279 | 7,557 | 41 | 41 | 18,917 | 40,974 |
| **880,212** | **556,023** | **17,867** | **133,810** | **1,587,911** | **3,477,143** |
| | | | | | |
| | | | | | |
| 68,300 | - | - | - | 68,300 | 68,300 |
| - | - | 21,510 | - | 21,510 | 209,110 |
| 3,690 | 80,531 | 22,256 | 1 | 106,478 | 251,773 |
| - | - | - | - | - | 508,059 |
| - | - | - | - | - | - |
| **71,990** | **80,531** | **43,765** | **1** | **196,287** | **1,037,242** |
| | | | | | |
| | | | | | |
| 8,829 | 21,618 | 3,551 | 1,320 | 35,318 | 96,859 |
| | | | | | |
| 65,139 | 492,131 | 27,390 | 14,699 | 599,359 | 599,359 |
| 231,609 | 289,160 | 89,444 | 6,308 | 616,521 | 1,215,461 |
| 2,215 | 2,674 | 243 | 237 | 5,369 | 10,854 |
| **307,792** | **805,583** | **120,628** | **22,564** | **1,256,567** | **1,922,533** |
| **1,259,993** | **1,442,137** | **182,260** | **156,375** | **3,040,765** | **6,436,918** |
| | | | | | |
| | | | | | |
| 6,184 | 2,586 | 45 | 598 | 9,412 | 16,616 |
| 405,219 | 506,400 | 6,830 | 44,295 | 962,744 | 1,331,358 |
| 187,053 | 211,649 | 44 | 17,477 | 416,223 | 638,447 |
| 31,426 | 19,268 | 9,305 | 56,255 | 116,254 | 350,444 |
| 87,156 | 62,709 | 2,466 | 91 | 152,422 | 207,086 |
| 228,311 | 245,542 | 26,568 | 29,793 | 530,214 | 933,191 |
| **945,350** | **1,048,154** | **45,257** | **148,509** | **2,187,270** | **3,477,143** |
| | | | | | |
| **(65,139)** | **(492,131)** | **(27,390)** | **(14,699)** | **(599,359)** | **0** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 127,021 |
| **-** | **-** | **-** | **-** | **-** | **127,021** |
| | | | | | |
| **314,643** | **393,983** | **137,003** | **7,865** | **853,495** | **2,832,754** |
| | | | | | |
| | | | | | |
| - | 0 | - | - | 0 | 5 |
| 12,599 | 20,911 | 1,072 | 1,163 | 35,744 | 69,197 |
| 117,901 | 273,726 | 10,984 | 4,565 | 407,177 | 1,050,066 |
| 59,707 | 52,543 | 93,364 | 443 | 206,057 | 1,182,387 |
| 56,302 | 27,192 | 21,893 | - | 105,387 | 322,347 |
| 20,588 | 18,865 | 1,622 | 1,615 | 42,689 | 83,706 |
| **267,098** | **393,236** | **128,934** | **7,786** | **797,054** | **2,707,708** |
| 10,610 | 17,132 | - | 80 | 27,822 | 125,046 |
| **277,708** | **410,369** | **128,934** | **7,865** | **824,877** | **2,832,754** |
| | | | | | |
| **$ 36,935** | **$ (16,386)** | **$ 8,069** | **$ (0)** | **$ 28,618** | **$ (0)** |

# Fiscal Year 2022 Forecast

| ($s in Thousands) | Northeast Corridor (NEC) Account: NEC | Northeast Corridor (NEC) Account: Infrastructure Access | Northeast Corridor (NEC) Account: Ancillary | Northeast Corridor (NEC) Account Total |
|---|---|---|---|---|
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,415,733 | - | - | 1,415,733 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 53,973 | - | - | 53,973 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 179,605 | - | 179,605 |
| *Commuter Operations* | - | - | 77,015 | 77,015 |
| *Reimbursable Contracts* | 5,173 | 21,939 | 57,025 | 84,136 |
| *Access Revenue* | 818 | 49,401 | - | 50,219 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 78,946 | 78,946 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 20,180 | 381 | 1,929 | 22,490 |
| **Operating Sources Subtotal** | **1,497,657** | **251,325** | **214,915** | **1,963,897** |
| | | | | |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 201,189 | - | 201,189 |
| *Other State/Local Mutual Benefit* | 110,171 | 60,606 | 1 | 170,778 |
| Financing Proceeds Applied | 141,826 | - | - | 141,826 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | **251,997** | **261,795** | **1** | **513,793** |
| | | | | |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | 111,237 | 151,635 | - | 262,872 |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 270,044 | 332,430 | 8,645 | 611,119 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,259 | 1,851 | 111 | 4,220 |
| **Federal Grants to Amtrak Subtotal** | **383,540** | **485,915** | **8,755** | **878,211** |
| **Total Financial Sources** | **2,133,194** | **999,036** | **223,671** | **3,355,901** |
| | | | | |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 4,667 | 256 | 2,464 | 7,387 |
| Transportation | 298,368 | 61,233 | 47,910 | 407,511 |
| Equipment | 178,595 | 12,293 | 36,411 | 227,299 |
| Infrastructure | 106,389 | 94,642 | 38,010 | 239,041 |
| Stations | 37,994 | 16,608 | 883 | 55,485 |
| National Assets and Corporate Services | 301,323 | 74,517 | 38,851 | 414,692 |
| **Total Operating Uses** | **927,336** | **259,549** | **164,529** | **1,351,415** |
| | | | | |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **570,321** | **(8,224)** | **50,385** | **612,482** |
| | | | | |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 155,903 | - | - | 155,903 |
| **Total Debt Service Payments** | **155,903** | **-** | **-** | **155,903** |
| | | | | |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,049,955** | **739,487** | **59,142** | **1,848,584** |
| | | | | |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | 0 | 0 | - | 0 |
| Transportation | 62,570 | 31,051 | 462 | 94,083 |
| Equipment | 313,339 | 97,360 | 3,461 | 414,160 |
| Infrastructure | 279,780 | 718,384 | 2,003 | 1,000,167 |
| Stations | 104,857 | 132,840 | - | 237,696 |
| National Assets and Corporate Services | 20,781 | 17,314 | 1,063 | 39,159 |
| **Capital Expenditures** | **781,326** | **996,949** | **6,989** | **1,785,265** |
| Legacy Debt Repayments | 54,024 | 4,836 | 4,895 | 63,755 |
| **Total Capital Uses** | **835,350** | **1,001,786** | **11,884** | **1,849,020** |
| | | | | |
| **Remaining Carryover Balance** | **$ 214,605** | **$ (262,299)** | **$ 47,257** | **$ (436)** |

**FY 2022**

| National Network Account | | | | National Network Account Total | Total Amtrak |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 606,766 | 485,229 | - | - | 1,091,995 | 2,507,728 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 31,622 | 73,212 | - | - | 104,834 | 158,807 |
| | | | | | |
| 248,530 | - | - | - | 248,530 | 248,530 |
| - | - | - | - | - | 179,605 |
| - | - | - | 61,630 | 61,630 | 138,644 |
| 0 | 0 | 439 | 59,718 | 60,158 | 144,294 |
| - | - | 17,741 | - | 17,741 | 67,960 |
| - | - | - | 16,170 | 16,170 | 95,116 |
| 11,500 | 7,705 | 42 | 41 | 19,289 | 41,778 |
| **900,936** | **566,146** | **18,222** | **137,559** | **1,622,863** | **3,586,760** |
| | | | | | |
| | | | | | |
| 60,700 | - | - | - | 60,700 | 60,700 |
| - | - | 13,771 | - | 13,771 | 214,960 |
| 11,372 | 58,471 | 27,615 | 2 | 97,459 | 268,237 |
| - | - | - | - | - | 141,826 |
| - | - | - | - | - | - |
| **72,072** | **58,471** | **41,385** | **2** | **171,930** | **685,723** |
| | | | | | |
| | | | | | |
| 4,276 | 12,319 | 63 | - | 16,658 | 279,530 |
| | | | | | |
| 64,572 | 486,445 | 27,314 | 14,151 | 592,482 | 592,482 |
| 250,715 | 304,507 | 86,256 | 6,277 | 647,755 | 1,258,874 |
| 1,657 | 2,002 | 179 | 175 | 4,012 | 8,232 |
| **321,219** | **805,273** | **113,813** | **20,603** | **1,260,908** | **2,139,119** |
| **1,294,227** | **1,429,890** | **173,420** | **158,164** | **3,055,701** | **6,411,602** |
| | | | | | |
| | | | | | |
| 6,340 | 2,665 | 45 | 612 | 9,662 | 17,049 |
| 415,574 | 522,538 | 6,946 | 45,106 | 990,164 | 1,397,675 |
| 188,245 | 190,195 | 44 | 17,874 | 396,358 | 623,657 |
| 32,221 | 19,858 | 9,350 | 57,479 | 118,908 | 357,949 |
| 88,617 | 64,045 | 2,452 | 95 | 155,208 | 210,693 |
| 234,510 | 253,290 | 26,698 | 30,546 | 545,045 | 959,737 |
| **965,508** | **1,052,591** | **45,536** | **151,710** | **2,215,345** | **3,566,760** |
| | | | | | |
| **(64,572)** | **(486,445)** | **(27,314)** | **(14,151)** | **(592,482)** | **20,000** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 155,903 |
| **-** | **-** | **-** | **-** | **-** | **155,903** |
| | | | | | |
| **328,719** | **377,299** | **127,884** | **6,454** | **840,356** | **2,688,940** |
| | | | | | |
| | | | | | |
| - | 0 | - | - | 0 | 0 |
| 12,313 | 19,275 | 972 | 1,063 | 33,623 | 127,706 |
| 143,788 | 286,193 | 9,146 | 3,325 | 442,453 | 856,613 |
| 54,510 | 58,385 | 91,940 | 429 | 205,264 | 1,205,431 |
| 60,786 | 29,743 | 17,566 | - | 108,095 | 345,791 |
| 19,215 | 17,985 | 1,561 | 1,556 | 40,317 | 79,476 |
| **290,612** | **411,582** | **121,186** | **6,373** | **829,751** | **2,615,016** |
| 3,884 | 6,203 | - | 81 | 10,168 | 73,923 |
| **294,495** | **417,785** | **121,186** | **6,454** | **839,919** | **2,688,940** |
| | | | | | |
| **$ 34,224** | **$ (40,486)** | **$ 6,699** | **$ (0)** | **$ 436** | **$ (0)** |

# Fiscal Year 2023 Forecast

| ($s in Thousands) | Northeast Corridor (NEC) Account: NEC | Northeast Corridor (NEC) Account: Infrastructure Access | Northeast Corridor (NEC) Account: Ancillary | Northeast Corridor (NEC) Account Total |
|---|---|---|---|---|
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,519,772 | - | - | 1,519,772 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 56,113 | - | - | 56,113 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 183,128 | - | 183,128 |
| *Commuter Operations* | - | - | 79,260 | 79,260 |
| *Reimbursable Contracts* | 5,324 | 22,578 | 58,687 | 86,589 |
| *Access Revenue* | 834 | 50,370 | - | 51,204 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 80,495 | 80,495 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 20,576 | 388 | 1,967 | 22,931 |
| **Operating Sources Subtotal** | **1,604,398** | **256,464** | **220,408** | **2,081,271** |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 213,199 | - | 213,199 |
| *Other State/Local Mutual Benefit* | 83,972 | 122,525 | 0 | 206,497 |
| Financing Proceeds Applied | 456,471 | - | - | 456,471 |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | **540,442** | **335,724** | **0** | **876,166** |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | 104,392 | 208,655 | 0 | 313,048 |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 381,506 | 234,715 | 7,320 | 623,541 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,847 | 2,529 | 151 | 5,527 |
| **Federal Grants to Amtrak Subtotal** | **488,745** | **445,899** | **7,471** | **942,116** |
| **Total Financial Sources** | **2,633,586** | **1,038,087** | **227,880** | **3,899,553** |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 5,147 | 260 | 2,524 | 7,931 |
| Transportation | 330,462 | 62,973 | 49,323 | 442,758 |
| Equipment | 196,949 | 12,470 | 37,276 | 246,695 |
| Infrastructure | 117,323 | 96,000 | 38,964 | 252,287 |
| Stations | 41,899 | 16,846 | 950 | 59,695 |
| National Assets and Corporate Services | 335,027 | 75,587 | 40,456 | 451,070 |
| **Total Operating Uses** | **1,026,808** | **264,135** | **169,492** | **1,460,435** |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **577,590** | **(7,671)** | **50,917** | **620,836** |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 224,155 | - | - | 224,155 |
| **Total Debt Service Payments** | **224,155** | **-** | **-** | **224,155** |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **1,382,623** | **773,952** | **58,388** | **2,214,963** |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | 0 | 0 | - | 0 |
| Transportation | 70,495 | 40,086 | 421 | 111,001 |
| Equipment | 812,978 | 23,970 | 867 | 837,815 |
| Infrastructure | 275,715 | 729,333 | 1,934 | 1,006,982 |
| Stations | 83,650 | 113,663 | - | 197,313 |
| National Assets and Corporate Services | 20,481 | 17,060 | 1,048 | 38,589 |
| **Capital Expenditures** | **1,263,320** | **924,111** | **4,270** | **2,191,700** |
| Legacy Debt Repayments | 48,546 | 2,788 | 4,896 | 56,230 |
| **Total Capital Uses** | **1,311,865** | **926,899** | **9,166** | **2,247,930** |
| **Remaining Carryover Balance** | **$ 70,758** | **$ (152,946)** | **$ 49,222** | **$ (32,967)** |

**FY 2023**

| National Network Account | | | | | |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | National Network Account Total | Total Amtrak |
| | | | | | |
| | | | | | |
| 623,137 | 494,722 | - | - | 1,117,858 | 2,637,631 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 32,135 | 73,847 | - | - | 105,982 | 162,094 |
| | | | | | |
| 252,258 | - | - | - | 252,258 | 252,258 |
| - | - | - | - | - | 183,128 |
| - | - | - | 63,426 | 63,426 | 142,686 |
| 1 | 0 | 452 | 61,459 | 61,912 | 148,501 |
| - | - | 18,089 | - | 18,089 | 69,293 |
| - | - | - | 16,487 | 16,487 | 96,982 |
| 11,725 | 7,857 | 43 | 42 | 19,667 | 42,598 |
| **921,773** | **576,425** | **18,583** | **141,414** | **1,658,196** | **3,739,466** |
| | | | | | |
| | | | | | |
| 62,000 | - | - | - | 62,000 | 62,000 |
| - | - | 7,781 | - | 7,781 | 220,980 |
| 1,910 | 6,841 | 21,427 | 1 | 30,180 | 236,677 |
| - | - | - | - | - | 456,471 |
| - | - | - | - | - | - |
| **63,910** | **6,841** | **29,209** | **1** | **99,961** | **976,127** |
| | | | | | |
| | | | | | |
| 7,278 | 8,466 | 2,824 | 0 | 18,568 | 331,616 |
| | | | | | |
| 63,699 | 476,553 | 26,827 | 13,758 | 580,836 | 580,836 |
| 366,004 | 231,368 | 83,264 | 3,609 | 684,246 | 1,307,787 |
| 2,233 | 2,696 | 245 | 239 | 5,414 | 10,941 |
| **439,214** | **719,084** | **113,159** | **17,607** | **1,289,064** | **2,231,180** |
| **1,424,898** | **1,302,350** | **160,951** | **159,022** | **3,047,220** | **6,946,773** |
| | | | | | |
| | | | | | |
| 6,458 | 2,709 | 45 | 626 | 9,838 | 17,768 |
| 424,849 | 533,688 | 7,008 | 46,157 | 1,011,703 | 1,454,460 |
| 191,756 | 173,640 | 44 | 18,289 | 383,729 | 630,424 |
| 32,822 | 20,182 | 9,305 | 58,703 | 121,011 | 373,298 |
| 90,269 | 65,091 | 2,440 | 99 | 157,899 | 217,594 |
| 239,318 | 257,667 | 26,568 | 31,299 | 554,852 | 1,005,921 |
| **985,472** | **1,052,978** | **45,410** | **155,172** | **2,239,032** | **3,699,467** |
| | | | | | |
| **(63,699)** | **(476,553)** | **(26,827)** | **(13,758)** | **(580,836)** | **40,000** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 224,155 |
| **-** | **-** | **-** | **-** | **-** | **224,155** |
| | | | | | |
| **439,426** | **249,372** | **115,541** | **3,849** | **808,188** | **3,023,152** |
| | | | | | |
| | | | | | |
| - | 0 | - | - | 0 | 0 |
| 12,516 | 19,423 | 910 | 998 | 33,848 | 144,849 |
| 263,760 | 124,655 | 2,402 | 799 | 391,617 | 1,229,432 |
| 51,246 | 59,641 | 87,847 | 439 | 199,172 | 1,206,154 |
| 57,402 | 26,706 | 17,599 | - | 101,707 | 299,019 |
| 19,015 | 17,771 | 1,540 | 1,537 | 39,863 | 78,453 |
| **403,940** | **248,197** | **110,298** | **3,773** | **766,207** | **2,957,907** |
| 3,393 | 5,545 | - | 76 | 9,014 | 65,244 |
| **407,333** | **253,741** | **110,298** | **3,849** | **775,222** | **3,023,152** |
| | | | | | |
| **$ 32,093** | **$ (4,370)** | **$ 5,243** | **$ 0** | **$ 32,967** | **$ 0** |

# Fiscal Year 2024 Forecast

| ($s in Thousands) | Northeast Corridor (NEC) Account | | | |
|---|---|---|---|---|
| | NEC | Infrastructure Access | Ancillary | Northeast Corridor (NEC) Account Total |
| **Financial Sources:** | | | | |
| Passenger Related Revenue | | | | |
| *Ticket Revenue (Adjusted)* | 1,613,158 | - | - | 1,613,158 |
| *Charter/Special Trains* | 1,779 | - | - | 1,779 |
| *Food and Beverage* | 58,278 | - | - | 58,278 |
| Contractual Contribution (Operating) | | | | |
| *PRIIA 209 Operating Payments* | - | - | - | - |
| *PRIIA 212 Operating Payments* | - | 186,720 | - | 186,720 |
| *Commuter Operations* | - | - | 81,570 | 81,570 |
| *Reimbursable Contracts* | 5,479 | 23,237 | 60,398 | 89,113 |
| *Access Revenue* | 850 | 51,358 | - | 52,208 |
| Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking) | - | - | 82,074 | 82,074 |
| All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.) | 20,980 | 396 | 2,005 | 23,381 |
| **Operating Sources Subtotal** | **1,700,524** | **261,710** | **226,047** | **2,188,282** |
| Contractual Contribution (Capital) | | | | |
| *PRIIA 209 Capital Payments* | - | - | - | - |
| *PRIIA 212 Capital Payments* | - | 219,579 | - | 219,579 |
| *Other State/Local Mutual Benefit* | 172,915 | 213,508 | 1 | 386,424 |
| Financing Proceeds Applied | - | - | - | - |
| Other Capital and Special Grants (incl., state/local sources) | - | - | - | - |
| **Capital Sources Subtotal** | **172,915** | **433,087** | **1** | **606,004** |
| Federal Grants to Amtrak | | | | |
| *Prior Year Carryover Capital Grant Funds* | 3,694 | 40,254 | 1 | 43,949 |
| *Current Year FAST Sec 11101 Grants* | | | | |
| *Operating* | - | - | - | - |
| *Capital* | 374,398 | 254,690 | 7,124 | 636,212 |
| *Other Federal Grants (incl., FRA/OST, FTA, DHS)* | 2,847 | 2,529 | 151 | 5,527 |
| **Federal Grants to Amtrak Subtotal** | **380,939** | **297,473** | **7,276** | **685,689** |
| **Total Financial Sources** | **2,254,378** | **992,271** | **233,324** | **3,479,974** |
| **Financial Uses (Operating):** | | | | |
| Service Line Management | 5,744 | 263 | 2,581 | 8,588 |
| Transportation | 337,598 | 65,263 | 51,014 | 453,874 |
| Equipment | 217,291 | 12,646 | 38,210 | 268,146 |
| Infrastructure | 130,930 | 97,359 | 39,856 | 268,144 |
| Stations | 46,758 | 17,085 | 999 | 64,842 |
| National Assets and Corporate Services | 370,379 | 76,656 | 42,141 | 489,177 |
| **Total Operating Uses** | **1,108,699** | **269,272** | **174,801** | **1,552,772** |
| **Operating Surplus/Deficit** *(Operating Sources - Operating Uses)* | **591,825** | **(7,562)** | **51,246** | **635,510** |
| **Financial Uses (Debt Service Payments):** | | | | |
| RRIF debt repayments | 193,665 | - | - | 193,665 |
| **Total Debt Service Payments** | **193,665** | **-** | **-** | **193,665** |
| **Available for Capital Uses** *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments )* | **952,015** | **722,999** | **58,524** | **1,733,537** |
| **Financial Uses (Capital):** | | | | |
| Service Line Management | - | - | - | - |
| Transportation | 24,616 | 23,985 | 172 | 48,772 |
| Equipment | 320,115 | 24,687 | 892 | 345,694 |
| Infrastructure | 397,956 | 785,728 | 1,947 | 1,185,631 |
| Stations | 66,211 | 49,457 | - | 115,669 |
| National Assets and Corporate Services | 20,435 | 17,011 | 1,046 | 38,491 |
| **Capital Expenditures** | **829,334** | **900,868** | **4,056** | **1,734,258** |
| Legacy Debt Repayments | 42,118 | 2,790 | 4,898 | 49,806 |
| **Total Capital Uses** | **871,451** | **903,658** | **8,954** | **1,784,064** |
| **Remaining Carryover Balance** | **$ 80,563** | **$ (180,659)** | **$ 49,569** | **$ (50,526)** |

**FY 2024**

| National Network Account | | | | National Network Account Total | Total Amtrak |
|---|---|---|---|---|---|
| State Supported | Long Distance | Infrastructure Access | Ancillary | | |
| | | | | | |
| | | | | | |
| 640,996 | 505,501 | - | - | 1,146,496 | 2,759,654 |
| 2,517 | - | - | - | 2,517 | 4,297 |
| 32,718 | 74,636 | - | - | 107,355 | 165,633 |
| | | | | | |
| 256,042 | - | - | - | 256,042 | 256,042 |
| - | - | - | - | - | 186,720 |
| - | - | - | 65,275 | 65,275 | 146,845 |
| 1 | 0 | 465 | 63,251 | 63,716 | 152,829 |
| - | - | 18,444 | - | 18,444 | 70,652 |
| - | - | - | 16,810 | 16,810 | 98,884 |
| 11,955 | 8,011 | 44 | 43 | 20,053 | 43,433 |
| **944,229** | **588,148** | **18,952** | **145,379** | **1,696,708** | **3,884,989** |
| | | | | | |
| | | | | | |
| 92,744 | - | - | - | 92,744 | 92,744 |
| - | - | 7,591 | - | 7,591 | 227,170 |
| 2,933 | 12,786 | 21,875 | 2 | 37,596 | 424,021 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| **95,677** | **12,786** | **29,466** | **2** | **137,931** | **743,935** |
| | | | | | |
| | | | | | |
| 22 | 8,577 | 16,340 | 2 | 24,941 | 68,890 |
| | | | | | |
| 62,743 | 467,565 | 26,612 | 13,590 | 570,510 | 570,510 |
| 321,097 | 298,180 | 97,332 | 3,305 | 719,914 | 1,356,126 |
| 2,233 | 2,696 | 245 | 239 | 5,414 | 10,941 |
| **386,095** | **777,018** | **140,529** | **17,136** | **1,320,779** | **2,006,467** |
| **1,426,001** | **1,377,952** | **188,947** | **162,517** | **3,155,417** | **6,635,391** |
| | | | | | |
| | | | | | |
| 6,580 | 2,688 | 45 | 641 | 9,953 | 18,541 |
| 435,327 | 533,641 | 7,162 | 47,284 | 1,023,413 | 1,477,288 |
| 195,361 | 178,876 | 44 | 18,735 | 393,016 | 661,162 |
| 33,439 | 20,023 | 9,305 | 60,014 | 122,781 | 390,925 |
| 91,966 | 64,578 | 2,440 | 105 | 159,090 | 223,931 |
| 244,300 | 255,907 | 26,568 | 32,189 | 558,964 | 1,048,141 |
| **1,006,972** | **1,055,712** | **45,564** | **158,969** | **2,267,217** | **3,819,989** |
| | | | | | |
| **(62,743)** | **(467,565)** | **(26,612)** | **(13,590)** | **(570,510)** | **65,000** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | 193,665 |
| **-** | **-** | **-** | **-** | **-** | **193,665** |
| | | | | | |
| **419,029** | **322,239** | **143,383** | **3,548** | **888,200** | **2,621,737** |
| | | | | | |
| | | | | | |
| - | - | - | - | - | - |
| 8,880 | 8,769 | 560 | 655 | 18,864 | 67,637 |
| 230,626 | 124,734 | 2,474 | 823 | 358,658 | 704,352 |
| 51,245 | 148,216 | 116,152 | 453 | 316,065 | 1,501,696 |
| 55,980 | 23,938 | 17,599 | - | 97,516 | 213,185 |
| 18,975 | 17,724 | 1,536 | 1,532 | 39,767 | 78,258 |
| **365,705** | **323,381** | **138,320** | **3,464** | **830,870** | **2,565,128** |
| 2,555 | 4,164 | - | 84 | 6,804 | 56,610 |
| **368,261** | **327,545** | **138,320** | **3,548** | **837,674** | **2,621,737** |
| | | | | | |
| **$ 50,769** | **$ (5,306)** | **$ 5,063** | **$ 0** | **$ 50,526** | **$ 0** |

# FY 2019 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 3,451.0 | $ 639.0 | $ 361.8 | $ 277.2 | $ 80.3 |
| Regional | 8,919.0 | 710.8 | 493.8 | 217.0 | 24.3 |
| NEC Special Trains & Adjustments | 9.4 | 9.4 | 12.5 | (3.1) | (335.7) |
| **NEC** | **12,379.3** | **$ 1,359.2** | **$ 868.1** | **$ 491.1** | **$ 39.7** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 49.6 | $ 6.1 | $ 5.8 | $ 0.2 | $ 4.9 |
| Vermonter | 100.0 | 12.0 | 8.4 | 3.6 | 36.3 |
| Maple Leaf | 362.0 | 29.2 | 28.2 | 1.0 | 2.7 |
| The Downeaster | 567.4 | 16.4 | 17.8 | (1.4) | (2.4) |
| New Haven - Springfield | 334.8 | 22.2 | 29.4 | (7.1) | (21.3) |
| Keystone Service | 1,547.1 | 57.8 | 60.3 | (2.4) | (1.6) |
| Empire Service | 1,173.4 | 49.4 | 70.5 | (21.1) | (18.0) |
| Chicago-St.Louis | 592.6 | 34.6 | 27.8 | 6.8 | 11.4 |
| Hiawathas | 848.1 | 23.4 | 26.2 | (2.8) | (3.3) |
| Wolverines | 494.8 | 31.7 | 37.1 | (5.5) | (11.1) |
| Illini | 244.2 | 17.8 | 17.0 | 0.8 | 3.3 |
| Illinois Zephyr | 194.7 | 15.4 | 17.6 | (2.2) | (11.3) |
| Heartland Flyer | 69.2 | 6.9 | 9.1 | (2.1) | (30.7) |
| Pacific Surfliner | 3,135.5 | 116.3 | 138.8 | (22.6) | (7.2) |
| Cascades | 992.8 | 70.0 | 74.1 | (4.1) | (4.1) |
| Capitols | 1,731.2 | 62.9 | 82.3 | (19.5) | (11.2) |
| San Joaquins | 1,086.5 | 80.6 | 95.6 | (15.0) | (13.8) |
| Adirondack | 114.4 | 13.4 | 13.3 | 0.1 | 1.2 |
| Blue Water | 186.7 | 11.1 | 13.5 | (2.4) | (12.9) |
| Washington-Lynchburg | 233.1 | 16.1 | 6.9 | 9.2 | 39.6 |
| Washington - Newport News | 334.1 | 25.1 | 15.1 | 10.0 | 29.9 |
| Washington - Norfolk | 157.3 | 11.6 | 7.0 | 4.5 | 28.9 |
| Washington - Richmond | 165.2 | 11.2 | 8.3 | 2.9 | 17.3 |
| Hoosier State | 28.0 | 3.9 | 7.2 | (3.3) | (117.5) |
| Kansas City-St.Louis | 172.9 | 15.6 | 16.8 | (1.2) | (7.0) |
| Pennsylvanian | 221.3 | 16.2 | 14.1 | 2.2 | 9.8 |
| Pere Marquette | 97.5 | 6.8 | 6.6 | 0.1 | 1.5 |
| Carolinian | 260.2 | 22.3 | 18.6 | 3.7 | 14.2 |
| Piedmont | 207.1 | 8.8 | 10.6 | (1.8) | (8.7) |
| Non-NEC Special Trains & Adjustments | 35.3 | 3.2 | 1.9 | 1.3 | 35.8 |
| **State Supported** | **15,737.0** | **$ 818.0** | **$ 886.0** | **$ (68.0)** | **$ (4.3)** |
| **Long Distance:** | | | | | |
| Silver Star | 365.0 | $ 33.4 | $ 68.0 | $ (34.6) | $ (94.8) |
| Cardinal | 83.7 | 5.7 | 24.7 | (19.0) | (226.5) |
| Silver Meteor | 342.4 | 40.1 | 73.7 | (33.5) | (97.9) |
| Empire Builder | 436.1 | 57.9 | 120.6 | (62.6) | (143.6) |
| Capitol Limited | 215.0 | 21.3 | 37.2 | (15.9) | (73.9) |
| California Zephyr | 403.4 | 57.4 | 115.7 | (58.3) | (144.6) |
| Southwest Chief | 329.6 | 42.6 | 120.4 | (77.8) | (236.0) |
| City of New Orleans | 233.5 | 19.2 | 35.8 | (16.6) | (71.2) |
| Texas Eagle | 336.4 | 25.1 | 61.9 | (36.9) | (109.7) |
| Sunset Limited | 93.0 | 11.7 | 54.0 | (42.4) | (455.7) |
| Coast Starlight | 427.0 | 46.9 | 112.0 | (65.2) | (152.7) |
| Lake Shore Limited | 364.6 | 31.2 | 61.2 | (30.1) | (82.4) |
| Palmetto | 388.8 | 30.7 | 35.4 | (4.7) | (12.1) |
| Crescent | 264.9 | 32.4 | 66.2 | (33.8) | (127.7) |
| Auto Train | 225.1 | 74.7 | 88.9 | (14.2) | (62.9) |
| Long Distance Adjustments | N/A | - | (0.0) | 0.0 | - |
| **Long Distance** | **4,508.4** | **$ 530.3** | **$ 1,075.8** | **$ (545.5)** | **$ (121.0)** |
| **NTS** | **32,624.8** | **$ 2,707.5** | **$ 2,829.9** | **$ (122.4)** | **$ (3.8)** |
| Ancillary | | 325.7 | 297.0 | 28.7 | |
| Infrastructure | | 253.6 | 292.0 | (38.4) | |
| **Amtrak** | **32,624.8** | **$ 3,286.8** | **$ 3,419.0** | **$ (132.2)** | |

# FY 2020 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 3,461.5 | $ 663.1 | $ 353.8 | $ 309.3 | $ 89.4 |
| Regional | 9,034.8 | 734.3 | 516.0 | 218.3 | 24.2 |
| NEC Special Trains & Adjustments | 0.0 | - | - | - | - |
| **NEC** | **12,496.3** | **$ 1,397.3** | **$ 869.8** | **$ 527.6** | **$ 42.2** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 51.0 | $ 6.3 | $ 6.1 | $ 0.3 | $ 5.4 |
| Vermonter | 102.6 | 12.5 | 8.7 | 3.8 | 37.2 |
| Maple Leaf | 371.7 | 30.5 | 29.3 | 1.1 | 3.0 |
| The Downeaster | 582.5 | 17.1 | 18.5 | (1.4) | (2.3) |
| New Haven - Springfield | 343.8 | 23.2 | 30.5 | (7.3) | (21.3) |
| Keystone Service | 1,588.5 | 60.3 | 62.6 | (2.3) | (1.5) |
| Empire Service | 1,204.8 | 51.5 | 73.3 | (21.8) | (18.1) |
| Chicago-St.Louis | 608.5 | 36.1 | 28.9 | 7.2 | 11.8 |
| Hiawathas | 870.8 | 24.4 | 27.2 | (2.8) | (3.2) |
| Wolverines | 508.1 | 33.0 | 38.6 | (5.6) | (11.0) |
| Illini | 250.7 | 18.6 | 17.7 | 0.9 | 3.6 |
| Illinois Zephyr | 199.9 | 16.1 | 18.3 | (2.2) | (11.1) |
| Heartland Flyer | 71.1 | 7.2 | 9.4 | (2.2) | (30.7) |
| Pacific Surfliner | 3,219.4 | 121.3 | 144.3 | (23.0) | (7.1) |
| Cascades | 1,019.3 | 73.0 | 77.0 | (4.0) | (3.9) |
| Capitols | 1,777.5 | 65.6 | 85.5 | (20.0) | (11.2) |
| San Joaquins | 1,115.5 | 84.1 | 99.4 | (15.3) | (13.7) |
| Adirondack | 117.5 | 14.0 | 13.8 | 0.2 | 1.7 |
| Blue Water | 191.7 | 11.6 | 14.1 | (2.5) | (12.8) |
| Washington - Lynchburg | 239.3 | 16.8 | 7.2 | 9.7 | 40.4 |
| Washington - Newport News | 343.0 | 26.2 | 15.7 | 10.5 | 30.6 |
| Washington - Norfolk | 161.5 | 12.1 | 7.3 | 4.8 | 29.5 |
| Washington - Richmond | 169.6 | 11.7 | 8.7 | 3.0 | 17.7 |
| Hoosier State | 28.7 | 4.1 | 7.5 | (3.4) | (118.4) |
| Kansas City-St.Louis | 177.5 | 16.3 | 17.5 | (1.2) | (6.8) |
| Pennsylvanian | 227.2 | 16.9 | 14.6 | 2.3 | 10.2 |
| Pere Marquette | 100.1 | 7.1 | 6.9 | 0.2 | 1.8 |
| Carolinian | 267.2 | 23.2 | 19.3 | 3.9 | 14.7 |
| Piedmont | 212.6 | 9.2 | 11.0 | (1.8) | (8.7) |
| Non-NEC Special Trains & Adjustments | 36.3 | 3.3 | 2.0 | 1.3 | 36.5 |
| **State Supported** | **16,158.0** | **$ 853.2** | **$ 920.8** | **$ (67.5)** | **$ (4.2)** |
| **Long Distance:** | | | | | |
| Silver Star | 370.8 | $ 34.2 | $ 67.2 | $ (32.9) | $ (88.8) |
| Cardinal | 85.1 | 5.9 | 24.4 | (18.5) | (217.7) |
| Silver Meteor | 347.9 | 41.2 | 72.8 | (31.6) | (90.9) |
| Empire Builder | 443.1 | 59.4 | 119.1 | (59.7) | (134.7) |
| Capitol Limited | 218.4 | 21.8 | 36.7 | (14.9) | (68.2) |
| California Zephyr | 409.9 | 58.9 | 114.4 | (55.5) | (135.3) |
| Southwest Chief | 335.0 | 43.7 | 119.0 | (75.3) | (224.7) |
| City of New Orleans | 237.3 | 19.7 | 35.4 | (15.7) | (66.2) |
| Texas Eagle | 341.8 | 25.7 | 61.2 | (35.5) | (103.9) |
| Sunset Limited | 94.5 | 12.0 | 53.4 | (41.4) | (438.5) |
| Coast Starlight | 433.8 | 48.1 | 110.7 | (62.6) | (144.4) |
| Lake Shore Limited | 370.5 | 32.0 | 60.5 | (28.5) | (77.0) |
| Palmetto | 395.1 | 31.5 | 35.0 | (3.5) | (8.8) |
| Crescent | 269.2 | 33.2 | 65.4 | (32.2) | (119.6) |
| Auto Train | 228.7 | 76.7 | 87.9 | (11.2) | (48.9) |
| Long Distance Adjustments | 0.0 | - | - | - | - |
| **Long Distance** | **4,581.2** | **$ 544.0** | **$ 1,063.0** | **$ (519.0)** | **$ (113.3)** |
| **NTS** | **33,235.4** | **$ 2,794.6** | **$ 2,853.6** | **$ (59.0)** | **$ (1.8)** |
| Ancillary | | 334.5 | 302.6 | 31.9 | |
| Infrastructure | | 258.9 | 296.7 | (37.9) | |
| **Amtrak** | **33,235.4** | **$ 3,388.0** | **$ 3,453.0** | **$ (65.0)** | |

# FY 2021 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 3,469.7 | $ 676.9 | $ 356.6 | $ 320.3 | $ 92.3 |
| Regional | 9,119.3 | 756.5 | 517.3 | 239.2 | 26.2 |
| NEC Special Trains & Adjustments | 0.0 | - | - | - | - |
| **NEC** | **12,589.0** | **$ 1,433.4** | **$ 873.9** | **$ 559.4** | **$ 44.4** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 51.9 | $ 6.5 | $ 6.2 | $ 0.3 | $ 6.0 |
| Vermonter | 104.5 | 12.9 | 8.9 | 4.0 | 38.1 |
| Maple Leaf | 378.6 | 31.4 | 30.1 | 1.3 | 3.5 |
| The Downeaster | 593.3 | 17.7 | 19.0 | (1.3) | (2.2) |
| New Haven - Springfield | 350.1 | 23.9 | 31.3 | (7.4) | (21.1) |
| Keystone Service | 1,617.9 | 62.2 | 64.3 | (2.1) | (1.3) |
| Empire Service | 1,227.2 | 53.1 | 75.2 | (22.1) | (18.0) |
| Chicago-St.Louis | 619.7 | 37.2 | 29.7 | 7.5 | 12.2 |
| Hiawathas | 886.9 | 25.1 | 27.9 | (2.8) | (3.1) |
| Wolverines | 517.5 | 34.1 | 39.6 | (5.6) | (10.7) |
| Illini | 255.4 | 19.2 | 18.2 | 1.0 | 4.0 |
| Illinois Zephyr | 203.6 | 16.6 | 18.8 | (2.2) | (10.8) |
| Heartland Flyer | 72.4 | 7.5 | 9.7 | (2.2) | (30.5) |
| Pacific Surfliner | 3,279.0 | 125.1 | 148.1 | (23.0) | (7.0) |
| Cascades | 1,038.2 | 75.3 | 79.0 | (3.7) | (3.6) |
| Capitols | 1,810.4 | 67.6 | 87.8 | (20.2) | (11.2) |
| San Joaquins | 1,136.2 | 86.8 | 102.0 | (15.3) | (13.5) |
| Adirondack | 119.7 | 14.5 | 14.2 | 0.3 | 2.3 |
| Blue Water | 195.2 | 12.0 | 14.4 | (2.5) | (12.6) |
| Washington - Lynchburg | 243.8 | 17.4 | 7.4 | 10.0 | 41.0 |
| Washington - Newport News | 349.3 | 27.0 | 16.1 | 10.9 | 31.2 |
| Washington - Norfolk | 164.5 | 12.4 | 7.5 | 5.0 | 30.1 |
| Washington - Richmond | 172.8 | 12.0 | 8.9 | 3.1 | 18.2 |
| Hoosier State | 29.2 | 4.2 | 7.7 | (3.5) | (118.7) |
| Kansas City-St.Louis | 180.8 | 16.8 | 17.9 | (1.2) | (6.4) |
| Pennsylvanian | 231.4 | 17.5 | 15.0 | 2.5 | 10.7 |
| Pere Marquette | 102.0 | 7.3 | 7.1 | 0.2 | 2.2 |
| Carolinian | 272.1 | 24.0 | 19.8 | 4.1 | 15.2 |
| Piedmont | 216.5 | 9.5 | 11.3 | (1.9) | (8.5) |
| Non-NEC Special Trains & Adjustments | 37.0 | 3.4 | 2.0 | 1.4 | 37.3 |
| **State Supported** | **16,457.4** | **$ 880.2** | **$ 945.4** | **$ (65.1)** | **$ (4.0)** |
| **Long Distance:** | | | | | |
| Silver Star | 373.6 | $ 35.0 | $ 66.2 | $ (31.2) | $ (83.6) |
| Cardinal | 85.7 | 6.0 | 24.1 | (18.1) | (210.6) |
| Silver Meteor | 350.5 | 42.1 | 71.8 | (29.7) | (84.7) |
| Empire Builder | 446.5 | 60.7 | 117.5 | (56.7) | (127.1) |
| Capitol Limited | 220.1 | 22.3 | 36.2 | (13.9) | (63.1) |
| California Zephyr | 413.0 | 60.2 | 112.8 | (52.6) | (127.3) |
| Southwest Chief | 337.5 | 44.7 | 117.3 | (72.6) | (215.2) |
| City of New Orleans | 239.1 | 20.1 | 34.9 | (14.8) | (61.8) |
| Texas Eagle | 344.3 | 26.3 | 60.4 | (34.1) | (99.0) |
| Sunset Limited | 95.2 | 12.2 | 52.7 | (40.4) | (424.6) |
| Coast Starlight | 437.1 | 49.1 | 109.2 | (60.0) | (137.3) |
| Lake Shore Limited | 373.3 | 32.7 | 59.7 | (27.0) | (72.2) |
| Palmetto | 398.0 | 32.2 | 34.5 | (2.3) | (5.8) |
| Crescent | 271.2 | 34.0 | 64.5 | (30.5) | (112.7) |
| Auto Train | 230.4 | 78.4 | 86.6 | (8.3) | (35.8) |
| Long Distance Adjustments | 0.0 | - | - | - | - |
| **Long Distance** | **4,615.4** | **$ 556.0** | **$ 1,048.2** | **$ (492.1)** | **$ (106.6)** |
| **NTS** | **33,661.9** | **$ 2,869.6** | **$ 2,867.4** | **$ 2.2** | **$ 0.1** |
| Ancillary | | 343.4 | 308.6 | 34.7 | |
| Infrastructure | | 264.2 | 301.1 | (36.9) | |
| **Amtrak** | **33,661.9** | **$ 3,477.1** | **$ 3,477.1** | **$ 0.0** | |

# FY 2022 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 3,702.9 | $ 725.3 | $ 407.0 | $ 318.3 | $ 86.0 |
| Regional | 9,216.9 | 772.4 | 520.3 | 252.0 | 27.3 |
| NEC Special Trains & Adjustments | 0.0 | - | - | - | - |
| **NEC** | **12,919.8** | **$ 1,497.7** | **$ 927.3** | **$ 570.3** | **$ 44.1** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 52.9 | $ 6.7 | $ 6.3 | $ 0.3 | $ 6.3 |
| Vermonter | 106.5 | 13.2 | 9.1 | 4.1 | 38.4 |
| Maple Leaf | 385.7 | 32.2 | 30.8 | 1.4 | 3.6 |
| The Downeaster | 604.5 | 18.1 | 19.4 | (1.3) | (2.1) |
| New Haven - Springfield | 356.7 | 24.5 | 32.0 | (7.5) | (21.0) |
| Keystone Service | 1,648.2 | 63.7 | 65.7 | (2.0) | (1.2) |
| Empire Service | 1,250.1 | 54.4 | 76.8 | (22.5) | (18.0) |
| Chicago-St.Louis | 631.3 | 38.1 | 30.3 | 7.8 | 12.3 |
| Hiawathas | 903.5 | 25.7 | 28.5 | (2.8) | (3.1) |
| Wolverines | 527.2 | 34.9 | 40.5 | (5.6) | (10.6) |
| Illini | 260.2 | 19.6 | 18.5 | 1.1 | 4.2 |
| Illinois Zephyr | 207.4 | 17.0 | 19.2 | (2.2) | (10.7) |
| Heartland Flyer | 73.8 | 7.6 | 9.9 | (2.2) | (30.3) |
| Pacific Surfliner | 3,340.4 | 128.0 | 151.3 | (23.2) | (7.0) |
| Cascades | 1,057.7 | 77.1 | 80.7 | (3.6) | (3.4) |
| Capitols | 1,844.4 | 69.2 | 89.7 | (20.5) | (11.1) |
| San Joaquins | 1,157.5 | 88.8 | 104.2 | (15.4) | (13.3) |
| Adirondack | 121.9 | 14.8 | 14.5 | 0.3 | 2.6 |
| Blue Water | 198.9 | 12.3 | 14.7 | (2.5) | (12.5) |
| Washington - Lynchburg | 248.3 | 17.8 | 7.5 | 10.3 | 41.3 |
| Washington - Newport News | 355.9 | 27.7 | 16.5 | 11.2 | 31.5 |
| Washington - Norfolk | 167.6 | 12.7 | 7.6 | 5.1 | 30.4 |
| Washington - Richmond | 176.0 | 12.3 | 9.1 | 3.2 | 18.4 |
| Hoosier State | 29.8 | 4.3 | 7.8 | (3.5) | (118.7) |
| Kansas City-St.Louis | 184.2 | 17.2 | 18.3 | (1.1) | (6.2) |
| Pennsylvanian | 235.7 | 17.9 | 15.3 | 2.6 | 10.9 |
| Pere Marquette | 103.9 | 7.5 | 7.2 | 0.2 | 2.3 |
| Carolinian | 277.2 | 24.5 | 20.2 | 4.3 | 15.4 |
| Piedmont | 220.6 | 9.7 | 11.6 | (1.9) | (8.5) |
| Non-NEC Special Trains & Adjustments | 37.7 | 3.5 | 2.1 | 1.4 | 37.6 |
| **State Supported** | **16,765.6** | **$ 900.9** | **$ 965.5** | **$ (64.6)** | **$ (3.9)** |
| **Long Distance:** | | | | | |
| Silver Star | 377.2 | $ 35.6 | $ 66.5 | $ (30.9) | $ (81.9) |
| Cardinal | 86.5 | 6.1 | 24.2 | (18.0) | (208.5) |
| Silver Meteor | 353.9 | 42.9 | 72.1 | (29.2) | (82.6) |
| Empire Builder | 450.8 | 61.8 | 118.0 | (56.1) | (124.5) |
| Capitol Limited | 222.2 | 22.7 | 36.4 | (13.6) | (61.4) |
| California Zephyr | 417.0 | 61.3 | 113.2 | (52.0) | (124.6) |
| Southwest Chief | 340.7 | 45.5 | 117.8 | (72.3) | (212.2) |
| City of New Orleans | 241.4 | 20.5 | 35.0 | (14.6) | (60.3) |
| Texas Eagle | 347.7 | 26.8 | 60.6 | (33.9) | (97.4) |
| Sunset Limited | 96.1 | 12.5 | 52.9 | (40.4) | (420.5) |
| Coast Starlight | 441.3 | 50.0 | 109.6 | (59.6) | (135.0) |
| Lake Shore Limited | 376.9 | 33.3 | 59.9 | (26.6) | (70.6) |
| Palmetto | 401.9 | 32.8 | 34.6 | (1.9) | (4.6) |
| Crescent | 273.8 | 34.6 | 64.8 | (30.2) | (110.3) |
| Auto Train | 232.6 | 79.8 | 87.0 | (7.2) | (30.9) |
| Long Distance Adjustments | 0.0 | - | - | - | - |
| **Long Distance** | **4,660.1** | **$ 566.1** | **$ 1,052.6** | **$ (486.4)** | **$ (104.4)** |
| **NTS** | **34,345.5** | **$ 2,964.7** | **$ 2,945.4** | **$ 19.3** | **$ 0.6** |
| Ancillary | | 352.5 | 316.2 | 36.2 | |
| Infrastructure | | 269.5 | 305.1 | (35.5) | |
| **Amtrak** | **34,345.5** | **$ 3,586.8** | **$ 3,566.8** | **$ 20.0** | |

# FY 2023 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 4,279.9 | $ 828.8 | $ 502.1 | $ 326.7 | $ 76.3 |
| Regional | 9,215.6 | 775.6 | 524.8 | 250.8 | 27.2 |
| NEC Special Trains & Adjustments | 0.0 | - | - | - | - |
| **NEC** | **13,495.5** | **$ 1,604.4** | **$ 1,026.8** | **$ 577.6** | **$ 42.8** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 53.8 | $ 6.8 | $ 6.5 | $ 0.4 | $ 6.6 |
| Vermonter | 108.4 | 13.5 | 9.3 | 4.2 | 38.8 |
| Maple Leaf | 392.6 | 32.9 | 31.4 | 1.5 | 3.9 |
| The Downeaster | 615.4 | 18.5 | 19.8 | (1.3) | (2.1) |
| New Haven - Springfield | 363.1 | 25.1 | 32.7 | (7.6) | (20.9) |
| Keystone Service | 1,678.0 | 65.2 | 67.0 | (1.9) | (1.1) |
| Empire Service | 1,272.7 | 55.6 | 78.4 | (22.8) | (17.9) |
| Chicago-St.Louis | 642.7 | 39.0 | 30.9 | 8.0 | 12.5 |
| Hiawathas | 919.8 | 26.3 | 29.1 | (2.8) | (3.0) |
| Wolverines | 536.7 | 35.7 | 41.3 | (5.6) | (10.5) |
| Illini | 264.9 | 20.1 | 18.9 | 1.2 | 4.4 |
| Illinois Zephyr | 211.2 | 17.4 | 19.6 | (2.2) | (10.5) |
| Heartland Flyer | 75.1 | 7.8 | 10.1 | (2.3) | (30.2) |
| Pacific Surfliner | 3,400.8 | 131.0 | 154.4 | (23.4) | (6.9) |
| Cascades | 1,076.8 | 78.9 | 82.4 | (3.5) | (3.3) |
| Capitols | 1,877.7 | 70.8 | 91.6 | (20.7) | (11.0) |
| San Joaquins | 1,178.4 | 90.9 | 106.4 | (15.5) | (13.2) |
| Adirondack | 124.1 | 15.1 | 14.8 | 0.4 | 2.9 |
| Blue Water | 202.5 | 12.5 | 15.0 | (2.5) | (12.4) |
| Washington - Lynchburg | 252.8 | 18.2 | 7.7 | 10.5 | 41.6 |
| Washington - Newport News | 362.3 | 28.3 | 16.8 | 11.5 | 31.7 |
| Washington - Norfolk | 170.6 | 13.0 | 7.8 | 5.2 | 30.6 |
| Washington - Richmond | 179.2 | 12.6 | 9.3 | 3.3 | 18.6 |
| Hoosier State | 30.3 | 4.4 | 8.0 | (3.6) | (118.7) |
| Kansas City-St.Louis | 187.5 | 17.6 | 18.7 | (1.1) | (6.0) |
| Pennsylvanian | 240.0 | 18.3 | 15.6 | 2.7 | 11.1 |
| Pere Marquette | 105.8 | 7.7 | 7.4 | 0.3 | 2.5 |
| Carolinian | 282.3 | 25.1 | 20.7 | 4.4 | 15.7 |
| Piedmont | 224.6 | 9.9 | 11.8 | (1.9) | (8.4) |
| Non-NEC Special Trains & Adjustments | 38.3 | 3.6 | 2.1 | 1.5 | 37.9 |
| **State Supported** | **17,068.4** | **$ 921.8** | **$ 985.5** | **$ (63.7)** | **$ (3.7)** |
| **Long Distance:** | | | | | |
| Silver Star | 380.9 | $ 36.3 | $ 66.5 | $ (30.3) | $ (79.5) |
| Cardinal | 87.4 | 6.2 | 24.2 | (17.9) | (205.3) |
| Silver Meteor | 357.3 | 43.6 | 72.1 | (28.5) | (79.7) |
| Empire Builder | 455.1 | 63.0 | 118.0 | (55.0) | (120.9) |
| Capitol Limited | 224.3 | 23.1 | 36.4 | (13.2) | (59.0) |
| California Zephyr | 421.0 | 62.4 | 113.3 | (50.9) | (120.9) |
| Southwest Chief | 344.0 | 46.3 | 117.8 | (71.5) | (207.9) |
| City of New Orleans | 243.7 | 20.9 | 35.0 | (14.2) | (58.2) |
| Texas Eagle | 351.0 | 27.2 | 60.6 | (33.4) | (95.1) |
| Sunset Limited | 97.0 | 12.7 | 52.9 | (40.2) | (414.4) |
| Coast Starlight | 445.6 | 51.0 | 109.7 | (58.7) | (131.8) |
| Lake Shore Limited | 380.5 | 33.9 | 59.9 | (26.0) | (68.4) |
| Palmetto | 405.8 | 33.4 | 34.7 | (1.3) | (3.1) |
| Crescent | 276.4 | 35.2 | 64.8 | (29.6) | (107.1) |
| Auto Train | 234.9 | 81.3 | 87.0 | (5.8) | (24.6) |
| Long Distance Adjustments | 0.0 | - | - | - | - |
| **Long Distance** | **4,704.9** | **$ 576.4** | **$ 1,053.0** | **$ (476.6)** | **$ (101.3)** |
| **NTS** | **35,268.8** | **$ 3,102.6** | **$ 3,065.3** | **$ 37.3** | **$ 1.1** |
| Ancillary | | 361.8 | 324.7 | 37.2 | |
| Infrastructure | | 275.0 | 309.5 | (34.5) | |
| **Amtrak** | **35,268.8** | **$ 3,739.5** | **$ 3,699.5** | **$ 40.0** | |

# FY 2024 Ridership Projections

| *($s in Millions)* | Ridership (000s) | Allocated Operating Sources | Allocated Operating Uses | Allocated Contribution/ (Loss) | Allocated Contribution/ (Loss) per Rider |
|---|---|---|---|---|---|
| **NEC:** | | | | | |
| Acela | 4,737.7 | $ 913.6 | $ 580.3 | $ 333.3 | $ 70.4 |
| Regional | 9,351.1 | 786.9 | 528.4 | 258.4 | 27.6 |
| NEC Special Trains & Adjustments | 0.0 | - | - | - | - |
| **NEC** | **14,088.8** | **$ 1,700.5** | **$ 1,108.7** | **$ 591.8** | **$ 42.0** |
| **State Supported:** | | | | | |
| Ethan Allen Express | 54.9 | $ 7.0 | $ 6.6 | $ 0.4 | $ 7.0 |
| Vermonter | 110.6 | 13.9 | 9.5 | 4.3 | 39.2 |
| Maple Leaf | 400.6 | 33.7 | 32.1 | 1.6 | 4.1 |
| The Downeaster | 627.8 | 19.0 | 20.2 | (1.3) | (2.0) |
| New Haven - Springfield | 370.5 | 25.7 | 33.4 | (7.7) | (20.8) |
| Keystone Service | 1,711.8 | 66.7 | 68.5 | (1.8) | (1.0) |
| Empire Service | 1,298.4 | 57.0 | 80.1 | (23.2) | (17.8) |
| Chicago-St.Louis | 655.7 | 39.9 | 31.6 | 8.3 | 12.7 |
| Hiawathas | 938.4 | 27.0 | 29.7 | (2.8) | (3.0) |
| Wolverines | 547.5 | 36.5 | 42.2 | (5.7) | (10.3) |
| Illini | 270.2 | 20.6 | 19.3 | 1.2 | 4.6 |
| Illinois Zephyr | 215.4 | 17.8 | 20.0 | (2.2) | (10.3) |
| Heartland Flyer | 76.6 | 8.0 | 10.3 | (2.3) | (29.9) |
| Pacific Surfliner | 3,469.3 | 134.2 | 157.8 | (23.6) | (6.8) |
| Cascades | 1,098.5 | 80.8 | 84.2 | (3.4) | (3.1) |
| Capitols | 1,915.5 | 72.6 | 93.6 | (21.0) | (11.0) |
| San Joaquins | 1,202.2 | 93.1 | 108.7 | (15.6) | (13.0) |
| Adirondack | 126.6 | 15.5 | 15.1 | 0.4 | 3.2 |
| Blue Water | 206.6 | 12.8 | 15.4 | (2.5) | (12.3) |
| Washington - Lynchburg | 257.9 | 18.6 | 7.9 | 10.8 | 41.8 |
| Washington - Newport News | 369.6 | 29.0 | 17.2 | 11.8 | 32.0 |
| Washington - Norfolk | 174.0 | 13.3 | 8.0 | 5.4 | 30.9 |
| Washington - Richmond | 182.8 | 12.9 | 9.5 | 3.4 | 18.8 |
| Hoosier State | 30.9 | 4.5 | 8.2 | (3.7) | (118.5) |
| Kansas City-St.Louis | 191.3 | 18.0 | 19.1 | (1.1) | (5.8) |
| Pennsylvanian | 244.8 | 18.7 | 16.0 | 2.8 | 11.3 |
| Pere Marquette | 107.9 | 7.8 | 7.6 | 0.3 | 2.7 |
| Carolinian | 287.9 | 25.7 | 21.1 | 4.6 | 15.9 |
| Piedmont | 229.1 | 10.2 | 12.1 | (1.9) | (8.3) |
| Non-NEC Special Trains & Adjustments | 39.1 | 3.6 | 2.2 | 1.5 | 38.2 |
| **State Supported** | **17,412.6** | **$ 944.2** | **$ 1,007.0** | **$ (62.7)** | **$ (3.6)** |
| **Long Distance:** | | | | | |
| Silver Star | 385.4 | $ 37.0 | $ 66.7 | $ (29.7) | $ (77.1) |
| Cardinal | 88.4 | 6.4 | 24.2 | (17.9) | (202.2) |
| Silver Meteor | 361.6 | 44.5 | 72.3 | (27.8) | (76.8) |
| Empire Builder | 460.5 | 64.2 | 118.3 | (54.1) | (117.4) |
| Capitol Limited | 227.0 | 23.6 | 36.5 | (12.9) | (56.7) |
| California Zephyr | 426.0 | 63.7 | 113.6 | (49.9) | (117.2) |
| Southwest Chief | 348.1 | 47.2 | 118.1 | (70.9) | (203.7) |
| City of New Orleans | 246.6 | 21.3 | 35.1 | (13.9) | (56.2) |
| Texas Eagle | 355.2 | 27.8 | 60.8 | (33.0) | (92.9) |
| Sunset Limited | 98.2 | 13.0 | 53.0 | (40.1) | (408.3) |
| Coast Starlight | 450.8 | 52.0 | 110.0 | (58.0) | (128.6) |
| Lake Shore Limited | 385.0 | 34.6 | 60.1 | (25.5) | (66.2) |
| Palmetto | 410.6 | 34.1 | 34.7 | (0.7) | (1.7) |
| Crescent | 279.7 | 35.9 | 65.0 | (29.1) | (103.9) |
| Auto Train | 237.6 | 82.9 | 87.3 | (4.3) | (18.3) |
| Long Distance Adjustments | 0.0 | - | - | - | - |
| **Long Distance** | **4,760.6** | **$ 588.1** | **$ 1,055.7** | **$ (467.6)** | **$ (98.2)** |
| **NTS** | **36,262.0** | **$ 3,232.9** | **$ 3,171.4** | **$ 61.5** | **$ 1.7** |
| Ancillary | | 371.4 | 333.8 | 37.7 | |
| Infrastructure | | 280.7 | 314.8 | (34.2) | |
| **Amtrak** | **36,262.0** | **$ 3,885.0** | **$ 3,820.0** | **$ 65.0** | |

## *Equipment Reliability: Mean Miles Between Service Interruption*

| | FY 2015 | FY 2016 | FY 2017 | FY 2018[2] |
|---|---|---|---|---|
| **Cars** | 390,865 | 374,896 | 364,428 | 313,497 |
| **Locomotives** | 25,889 | 26,649 | 25,225 | 20,302 |
| **Fleet[1]** | **318,740** | **305,748** | **294,842** | **252,043** |

1. Fleet: Average of cars and locomotives excludes equipment not operated during time period.

2. Amtrak is developing a new reliability measure for equipment and will use this measure when available.

**National Railroad Passenger Corporation**

1 Massachusetts Avenue NW
Washington, DC 20001

*Amtrak.com*