AMTRAK

Amtrak Five-Year
Service Line Plans

Fiscal Years 2020–2025 (Base + Five-Year Strategic Plan)

Amtrak.com

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AMTRAK®


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Introduction

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 markets with substantial service levels, such as the Northeast Corridor, California, the Pacific Northwest and the Midwest, Amtrak enhances business productivity and supports the long-term economic growth and U.S. global competitiveness.

Elsewhere, our long-distance and state-supported routes connect hundreds of smaller communities with major metropolitan areas and provide a unique journey for leisure travelers.

Amtrak's Service Lines

These five-year service and asset line plans provide a summary of the strategies, opportunities and needs facing the company and fulfill the statutory requirements set forth in section 11203 of the Fixing America's Surface Transportation (FAST) Act.

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 and represent our view of our business and services over the next five years, assuming the current policies and funding levels established under the FAST Act continue beyond its FY 2020 expiration. We will submit a comprehensive reauthorization proposal with policy and funding recommendations for Congressional consideration separately.

This overview summarizes our recent accomplishments in FY 2019, our strategic Blueprint, which describes our vision and strategy for the upcoming five years, and our FY 2020 Pillars, which describe the key initiatives, outcomes, goals and metrics that are the focus of our efforts in the fiscal year.

Account Structure Framework

Amtrak's five-year plans support the account structure 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 services Amtrak offers 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.*

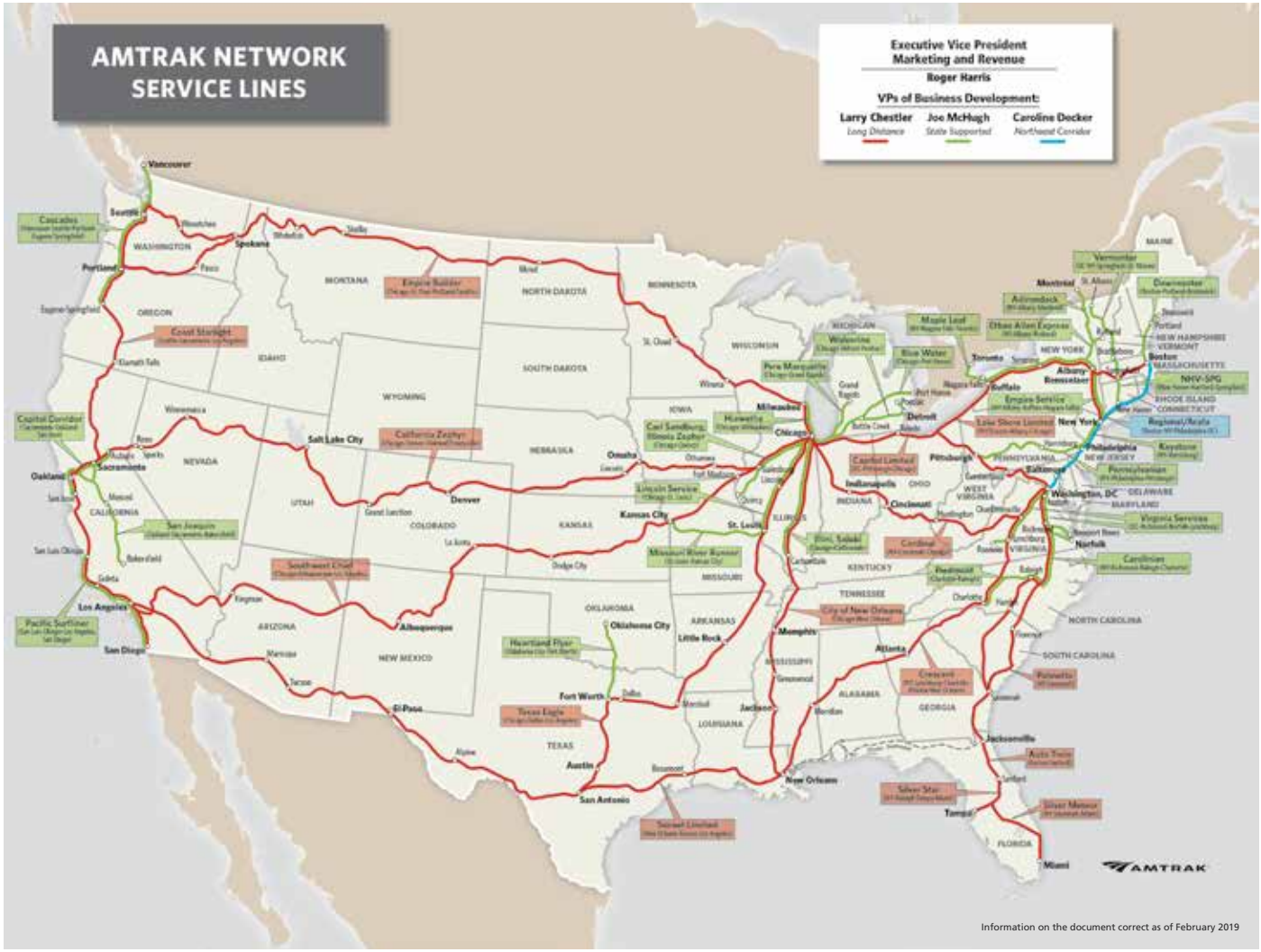
The FAST Act authorizes a Northeast Corridor (NEC) grant for the main line between Washington and Boston, and a National Network grant for state-supported and long-distance routes which support operating and capital expenses.

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

ASSET LINES	NEC SERVICE LINES			NATIONAL NETWORK SERVICE LINES			
	NEC	Infrastructure Access	Ancillary	State Supported	Long Distance	Infrastructure Access	Ancillary
Transportation							
Equipment							
Infrastructure							
Stations							
National Assets/ Corporate Services							



Amtrak connects over 500 communities across 46 states and three Canadian provinces, creating economic and social value through safe and efficient mobility.

About Our Business

We provide intercity passenger train services through our three operating service lines: Northeast Corridor, which operates Amtrak's high-speed *Acela* 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 and, 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.

Employees from Amtrak's electric traction group in Philadelphia.

Our Values

Our Amtrak Values make clear to everyone what they can expect when they interact with our company. We want Amtrak to be a place where our employees recognize, appreciate and share our values. When this connection is made, we make Amtrak a great place to work – and we create a powerful and engaged team capable of achieving any goal.

The Amtrak Values were informed through discussions with employees across the country. Participants were asked to assess our current and desired culture and to engage in defining Amtrak values, behaviors and culture.

These conversations affirmed much of what we already believe and know to be true. Amtrak is full of great people who share many of the same qualities. We have a passion for service, we take great pride in our work, we believe in teamwork, and we have a strong sense of commitment to each other. Based on employee feedback we are working to improve communication and ensure our behaviors always reflect these values.

OUR AMTRAK VALUES

FY 2019 Results and Accomplishments

Amtrak had a record-breaking FY 2019, delivering the best operating performance in company history. We set new records for ridership, revenue, and financial performance and are on the path to achieve operational breakeven in FY 2020.

We are the first major U.S.-based railroad to implement a Safety Management System (SMS) and we completed PTC installation on nearly all Amtrak-owned and controlled track. Highlights from FY 2019 for each of Amtrak's strategic pillars include:

Safety and Operations

- Met top priority goals of zero employee and customer fatalities and zero NTSB accidents.
- Completed PTC implementation on all Amtrak-owned and controlled track, except for less than one mile of slow-speed track in the complex Chicago terminal area.

Customer Impact

- **Customer Satisfaction Index (CSI).** The year-end system wide CSI score was 87.4%, 0.3% below goal. The *Acela* CSI score met our goal, while *Northeast Regional* and Long Distance were slightly above goal. State Supported had the highest overall CSI at 90.4%, but was below goal by 0.8%.
- **Initial Terminal Performance (ITP).** *Acela* year-end ITP of 98% exceeded goal by 1 point, Northeast Regional ITP of 96% exceeded goal by 1 point while Long Distance ITP of 85% was 3 points below goal and State Supported ITP of 93% was 1 point below goal. ITP was adversely affected by turning equipment from late arriving trains, equipment problems, and PTC initialization issues.
- **On-Time Performance (OTP).** Customer OTP of 74% was 2 points below goal. Both *Acela* and *Northeast Regional* had Customer OTP of 83% which exceeded goal by 1 point, while State Supported Customer OTP of 75% was 4 points below goal and Long-Distance Customer OTP of 42% was 8 points below goal. Freight Train Interference remains the largest delay category adversely effecting Customer OTP on the National Network.
- **Customer Now** (Adopt-a-Station) completed its goal and was expanded to include all staffed stations.
- Introduced station cleanliness audit program, technology upgrades like updating the Amtrak mobile app and offering assigned seating, station upgrades and enhanced lounges and other customer-friendly benefits.

FY 2019 HIGHLIGHTS

($29.4M)

ADJUSTED OPERATING EARNINGS

FY 2019 performance was 82.8% better than prior year

$2.29B

ADJUSTED TICKET REVENUE

Increased 3.7% over FY 2018

$1.6B

CAPITAL INVESTMENT

9.4% higher than FY 2018

32.5M

RIDERSHIP

New company record, a year-over-year increase of 800,000 passengers

Strategy

- The NEC Commission, comprosed of NEC commuter railroads, Amtrak and the Federal Railroad Administration (FRA), voted to increase the capital charge paid by each rail operator, including Amtrak, for use of NEC infrastructure.
- Advanced manufacturing of new *Acela* trainsets and related investments.
- FRA announced grant awards for the Gulf Coast initiative, providing $60 million in combined funding. We are working closely with the Southern Rail Commission on restoring New Orleans to Mobile, AL passenger rail service.
- All sustainability goals were achieved, with reductions in fuel, electricity and greenhouse gas emissions exceeding the targets of 1.0%.

Assets

- RFP process for Maintenance-of-Way equipment acquisition is underway though Buy America requirements pose challenges.
- Completed $20 million early work construction contract for Portal North, a key component of the Gateway Program, enactment of new bi-state laws to facilitate the Program and updated financial plans while waiting on a U.S. Department of Transportation Record of Decision for the Hudson Tunnel Project.
- Advanced Master Development Transactions at Chicago Union Station, William H. Gray III 30th Street Station (30th Street) in Philadelphia, and Baltimore Penn Station. We also initiated a joint Master Plan effort for New York Penn Station with the New York Metropolitan Transportation Authority (MTA) and NJ TRANSIT.
- Continued refreshes of fleet including new finishes for Amfleet I, Amfleet II, and *Acela* cars.

People

- Developed implementation plan for our Diversity and Inclusion (D&I) strategy.
- Expanded training programs including new e-learning courses, ongoing management training, and introduction of leadership development program while continuing the manager trainee program.

Financial Stewardship

FY 2019 Ridership

- We provided 32.5 million customer trips, a new record, and 2.5% more than FY 2018. Compared to FY 2018, *Acela* was up 4.3%; *Northeast Regional* was up 2.9%, State Supported was up 2.4% and Long Distance was up 0.9%. All services, except for Long Distance, set record highs.
- We missed plan by 106,000 (0.3%) due to not implementing additional frequencies on the Amtrak Cascades and *Pacific Surfliner* routes.

FY 2019 Revenue

- FY 2019 ticket revenue was $2,354.3 million, a new record, and 3.7% more than FY 2018. Compared to FY 2018, *Acela* was up 6.0%; *Northeast Regional* was up 3.3%, State Supported was up 3.2% and Long Distance was up 1.7%. All services, except for Long Distance, set record highs.
- We exceeded plan by $9.2 million (0.4%). *Acela* was $21.1 million above plan, while Long Distance was $1.9 million over plan, both covering the shortfall for the remaining two products. *Northeast Regional* was $5.3 million short of plan and State Supported was $8.5 million short of plan.

FY 2019 Operating Earnings

- Earnings of ($29.4 million) were $102.8 million or 77.8% favorable to Plan and 82.8% better than prior year.

Capital Spend

- FY 2019 Core Capital spend of $1,368.8 million is $347.1 million underspent to Plan.

Amtrak employees at the Richmond Staples Mill station.

Environmental Impacts and Climate Change Adaptation

According to the 2019 U.S. Department of Energy Data Book, **Amtrak is 47 percent more energy efficient than traveling by car and 33 percent more energy efficient than traveling by airplane** on a per-passenger-mile basis. To continue being the low energy, low emission travel option, Amtrak has focused on reducing fuel and energy usage year-over-year. We have set and achieved annual reduction goals by completing energy efficiency upgrades, improved train handling, and purchasing more energy efficient locomotives. Through these energy initiatives we have reduced 199,000 metric tons of carbon dioxide equivalent since 2010—comparable to nearly 42,250 passenger vehicles driven for one year.

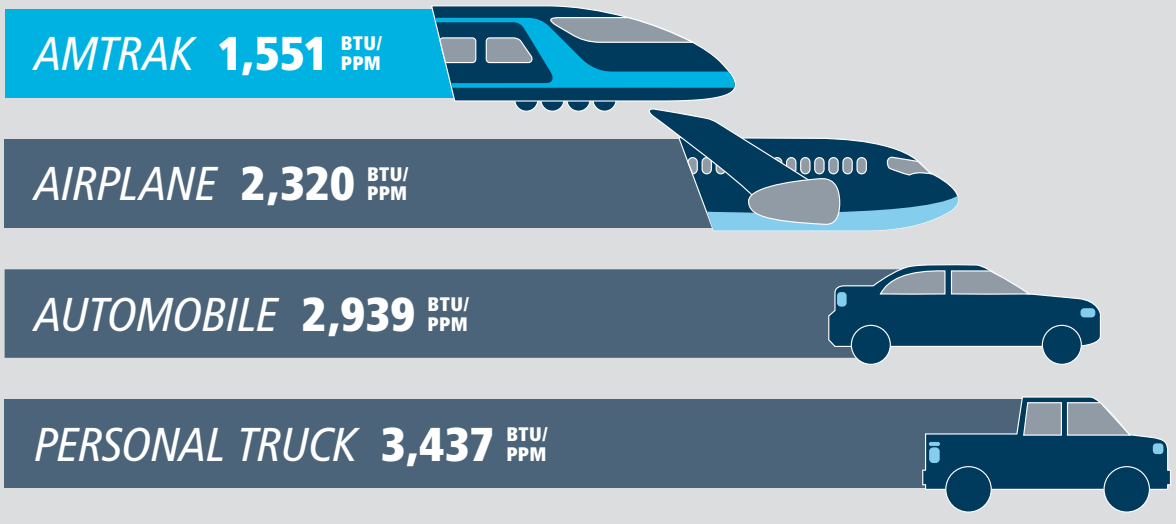
Compared to other modes of transportation, **passenger rail offers energy efficiency benefits, greater support to local and regional economic development, lower greenhouse gas emissions, quick access to city centers** and, in some cases, travel time savings.

Understanding the risks and opportunities of climate change are important to successful adaptation. According to the U.S. Environmental Protection Agency, the transportation sector accounts for 29% of U.S. emissions, 59% of which comes from light duty vehicles (passenger cars and light-duty trucks). The Intergovernmental Panel on Climate Change states that switching from less efficient travel modes (such as passenger cars and planes) to more efficient travel modes (such as trains) is one of the best ways for the transportation sector to reduce emissions. This global response to climate change presents a climate-related business growth opportunity. We also believe it is critical to the company's long-term stability to understand immediate and potential climate-related risks.

Our climate vulnerabilities are related to increased frequency of weather events, storm surges, heavy precipitation and sea level rise. To continue our evaluation on these threats, the company is developing a three-year Climate Resiliency Strategic Plan. The plan will focus our resources on better understanding and managing climate-related risks in order to improve our resiliency to their impacts.

ENERGY CONSUMPTION BY TRANSPORTATION MODE

Nationwide, Amtrak trains consume less energy on a per passenger mile (ppm) basis than other modes.



Energy measured in British Thermal Units (BTUs). Source: Transportation Energy Data Book, Edition 37, 2019.

Competitive Analysis

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

5-Year Blueprint

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.

Our 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 metrics and outcomes we track to monitor 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 investment.
- 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.

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.

5-Year Blueprint (Continued)

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.

Amtrak Ambassador assisting customer at Washington Union Station.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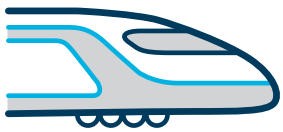
Our Core Strategies



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 reduce passenger and employee injuries.
- Operating a 100% 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 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.

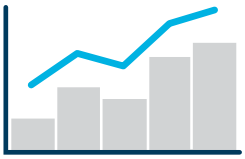
- Develop leaders who drive performance and accountability while fostering a positive, flexible and open work environment that encourages change, innovation and employee growth.
- Grow a Just Culture built on honesty, forthrightness, accountability and accommodation, and personal initiative and common 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:

- 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.

Our Core Strategies (Continued)



Financial Stewardship and Sustainability

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

- Generating positive operating results.
- 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.

Annual Operating Plan

While the Blueprint sets forth the corporate strategy for the next five years, Amtrak's pillars identify the six categories essential to our success and outlines the goals we must achieve during this fiscal year.

The top priorities in FY 2020 are safety and PTC compliance followed by customer experience, improving our assets (fleet modernization and advancing the Gateway Program), as well as developing our employees and improving our financial performance. Notably, we intend to break even on a net operating basis in FY 2020.

Safety and Operations

We are continuing SMS implementation, and advancing PTC and safety mitigations implementation. We are focused on improving operations, increasing the target for customer on-time performance (OTP) on the Northeast Corridor to 83% and implementing a National Network OTP Improvement Plan for the top five ridership routes.

Customers

We are focusing on improved customer experience and set an increased Customer Satisfaction Index (CSI) goal of 87.8% for FY 2020. Customer focused improvements include implementing new front line customer service standards and training, a new service recovery process and crew communication protocols, and upgrading our brand image through contemporary food service and staff uniforms.

People

We must attract, develop and retain a high-performing, diverse, inclusive workforce and leadership. This includes developing enhanced learning curricula to improve skills, establishing development plans for all non-agreement employees, supporting FY 2020 Diversity and Inclusion Plan goals and metrics, ensuring Amtrak's values and behaviors reflect Just Culture principles, and progressing alignment between performance and compensation.

Financial

The Financial pillar includes achieving the Adjusted Operating Earnings target of $0M while remaining focused on continuing to grow revenue and increase capital investments. Specific actions include reducing sales, general and administrative expenses, keeping management and contractor staffing at planned levels, and executing on the Food and Beverage profitability program.

Strategy

Our strategy for FY 2020 includes preparing for the *Acela* relaunch, implementing the Climate Strategy Plan, and completing service and asset line plans. Key highlights also include developing and supporting the National Network Long Range Plan, advancing the Intercity Trainset Implementation and Operation strategy, and advancing our FAST Act reauthorization proposal.

Assets

A significant focus is continuing to modernize Amtrak's fleet by advancing production and testing of Charger Diesels, Viewliner II, and new *Acela* trainsets, as well as refreshing Amfleet II and Horizon equipment. Other initiatives include advancing Master Development transactions at Philadelphia and New York Penn Station, advancing NEC bridge and tunnel projects, and implementing an office and facility optimization strategy.

Key Business Metrics

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

Metric	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2025 Goal
Ticket Revenue (adjusted)	$2.283 billion	$2.289 billion	$2.371 billion	$2.949 billion
Ridership	32.5 million	32.5 million	32.9 million	38.6 million
Adjusted Operating Earnings	($132 million)	($29.4 million)	$0.0 million	$70.0 million
Customer Satisfaction Index	87.7%	87.4%	87.8%	89.3%
LOAD FACTOR				
NEC	57.4%	57.8%	57%	51%
State Supported	42.5%	41.9%	41.5%	45.3%
Long Distance	56.1%	55.7%	55%	58%
CUSTOMER ON-TIME PERFORMANCE*				
NEC	82%	83%	83%	90%
State Supported	79%	75%	78%	82%
Long Distance	50%	42%	43%	50%

* Customer OTP measures the actual on-time performance of our customers, instead of endpoint OTP.

Plan Accomplishments

By 2025 we will have...

- Generated a net operating surplus for the first time in company's history of approximately $166 million over the plan timeframe for reinvestment in Amtrak's service and asset lines necessary to grow the business.
- Relaunched *Acela* service on the Northeast Corridor
- Renewed and expanded our fleet: Replaced at least 352 aging units with at least 570 new units; Acquired at least 75 locomotives, 328 new *Acela* trainset units and at least 30 Talgo VI replacement trainset units for a total of 433 Amtrak-owned units.
- Launched dual-mode service on the NEC reducing dwell time in Washington.
- Expanded operations into the new Moynihan Train Hall to better serve Amtrak's intercity passengers.
- Advanced the Gateway Program by acquiring property to preserve right-of-way access for the Hudson Tunnel Project and Penn Station South expansion and continued investment in Hudson Tunnel and Portal North Bridge construction.
- Expanded state corridor services with over 15 route and frequency additions around the country.

Stakeholder Coordination

Collaboration with stakeholders is critical to the planning process. We maintain regular communication with our state, commuter and host railroad partners on a bilateral basis and through our memberships in the NEC Commission, the State-Amtrak Intercity Passenger Rail Committee (SAIPRC), the American Public Transportation Association and the Association of American Railroads.

We regularly communicate with the executive branch through the FRA's management of our NEC and National Network grants and its membership in both the Commission and SAIPRC. We also communicate regularly with Congress.

Top left: Front view of the aerodynamic nose of the power car of the new Acela trainset portrays a sleeker look for the next-generation fleet.

Bottom left: The new Acela trainset interiors will feature winged headrests and spacious and smooth leather seats constructed from recycled leather.

Corporate Initiatives

Safety and Just Culture

Safety is our highest priority. The continued implementation of the Safety Management System is essential to become the safest passenger railroad in North America. Our core values to do the right thing, put customers first, and excel together are critical to our Just Culture philosophy.

A Just Culture encourages self-reporting of mistakes and errors. We do this so that we can learn, as an organization, from those errors and put in place measures to prevent these errors in the future. We will not discipline for this self-reporting and the company response will be fair, appropriate and in accordance with the law. Each day the traveling public places their trust in us. Accordingly, we cannot tolerate intentional disregard and reckless behavior that violates Amtrak policy and procedures.

Financial Sustainability

We intend to break even on a net operating basis in FY 2020 and continue to achieve positive financial performance over the plan period. We expect this achievement will result in more federal capital investment into the infrastructure, fleet and facilities required to maintain and grow rail service.

Customer Experience

We are focused on improving customer experience in three areas: technology, stations, and onboard trains. Customer focused technology improvements include mobile purchases, pre-order food and beverage service, cashless service, and baggage tracking. We are also making major investments in our stations On-board initiatives include refreshing and modernizing existing equipment and acquiring new fleet, as well as targeting improvements to our food and beverage service model.

An employee helping a customer at New York Penn Station.

Acela Relaunch

Constrained train travel on the Northeast Corridor is on the rise. Sold out trains, especially in peak periods, mean we're unable to always meet customer demand. The new *Acela* trainsets will expand the fleet by 40%. Growing from the current 20 to 28 trainsets allows not only the potential for additional service and product options such as more nonstop and limited-stop *Acela* trains—twenty-five percent more seats per trainset means we can serve even more customers.

This year, we are focused on training sessions and customer information opportunities to get ready for when trainsets begin service.

New Trainsets

Alstom is currently scheduled to deliver 28 next generation, high-speed trainsets which will offer improved ride quality, increased reliability and modern amenities, with significant improvements in accommodations for passengers with disabilities.

Customer Experience

The new *Acela* trainsets will modernize our customer experience. There will be an enhanced reservation system with seat selection, a new food service model, the best Wi-Fi available and a new, state-of-the-art onboard information system. Additional features include new employee uniforms, outlets for each seat and extra-large windows for premium views.

Capital Investments

We have also initiated a parallel capital improvements program focused on improving infrastructure and facilities as well as enhancing safety. Such improvements will allow the new trainsets to achieve better ride quality. They will also include enhancements to the NEC such as positive train control and appropriate safety investments to limit unintended and unauthorized access to the right-of-way and facilities.

Benefits of the *Acela* relaunch can be seen across the entire NEC. Examples of the upcoming improvements include a new passenger concourse at Washington Union Station and the new Moynihan Train Hall in New York City. There will be new platforms installed in New Carrollton and Baltimore and track upgrades completed between these two stations to improve reliability in this heavily congested segment. While passengers on all trains traveling the Northeast Corridor will notice a difference, when combined with the new trainset design, *Acela* passengers will experience a world-class quality ride.

ACELA RELAUNCH TIMELINE

2020

Trainset testing begins

2021

Service and inspection facilities retrofit construction complete

Moynihan Train Hall Opens

Launch new Acela service

2022

Ivy City and Sunnyside storage tracks construction complete

All 28 trainsets delivered to Amtrak

Washington Union Station construction complete (2022/3)

2023

All track and station improvements construction complete

2024

Current generation Acela finish decommissioning

Corporate Initiatives (Continued)

The new Acela First-Class car features larger seats with more space and extra leg room.

Enhanced *Acela* benefits include:

- Potential for additional train frequencies.
- Potential for new products such as nonstop and limited stop services.
- Additional seating capacity with the same generous legroom and spacious accommodations.
- Personal outlets, USB ports and reading lights at every seat.
- Contemporary food service, offering easy access and more choices.
- Complimentary and improved Wi-Fi.
- Seat reservation system
- A focus on sustainability making *Acela* Amtrak's premiere sustainable and accessible train.
- Onboard information system with real-time information such as location, speed and announcements.
- Accessibility enhancements including spacious restrooms with 60-inch diameter turning radius.
- Streamlined overhead and easily accessible luggage storage compartments.

Moynihan Train Hall

Amtrak, in partnership with the New York Empire State Development Corporation (ESD) and its subsidiary, the Moynihan Station Development Corporation (MSDC), is expanding the nation's busiest train station, Penn Station, New York into the historic James A. Farley Post Office building to relieve crowding and improve passenger comfort and security. The Farley Post Office building sits across 8th Avenue from Penn Station and was designed by the same architecture firm, McKim, Mead, and White, as the original, iconic Pennsylvania Station.

Moynihan Train Hall will offer enhanced passenger facilities for Amtrak's travelers, including accessibility for passengers with disabilities, all within a grand space featuring a sky-lit atrium approximately the size of the Grand Central Terminal's Main Hall. Expansion of Amtrak's passenger services into the new Moynihan Train Hall will relieve existing station crowding and improve passenger comfort and security along with the forthcoming renovation of Penn Station, to better serve commuter rail and intercity passengers.

Phase I, now complete, totally reimagined the West End Concourse, providing new stairs and elevators to platforms, a much wider, well-lit passenger circulation space with several new train information boards and escalators connecting to a modern new entrance across Eighth Avenue from Penn Station. Phase II, now in construction, is creating the Moynihan Train Hall, a world-class intercity and commuter passenger boarding concourse for Amtrak and MTA Long Island Rail Road passengers. The facility, combining the grandeur of the original Pennsylvania Station with state-of-the-art technologies and customer amenities, will provide more spacious boarding conditions for passengers.

Accommodations comprise a dramatically larger boarding concourse that bathes in sunlight from the 92-foot-high skylights; combined ticketing and baggage services; a new, upgraded Metropolitan Lounge (formerly ClubAcela); a new reserved customer waiting room with restrooms accessible only to ticketed customers, and premium retail and food shops. Moynihan Train Hall is expected to open to the public by the end of 2020.

Northeast Regional crossing the Bush River Bridge. Completed in 1913, the approximately one half-mile long Bush River Bridge contains two tracks and connects the communities of Edgewood and Perryman, MD.

Fleet Acquisition

Amfleet I cars have equipped the *Northeast Regional* (NER) as well as most all State Supported routes on the NEC for many decades. We have begun procuring new trainsets as replacement fleet. It takes all 450 Amfleet I cars to run current services which leaves Amtrak and our State partners constrained to expand service in almost any direction or manner. Other concerns with the Amfleet I cars include their age, lack of accessible features and the poor communication systems on the trains.

The most prominent benefit of new trainsets is to run more frequent and/or potentially new routes. Modernizing the fleet could also bring new customers to train travel and allow Amtrak to expand our customer reach. New trainsets for NER customers will be an opportunity to reinvent intercity train travel completely. They will be more family-oriented, comfortable for longer distance rides since these trains will go off corridor (for our State Partners), and provide new engine technologies that will avoid engine changes. Seat reservations systems will allow families and groups the comfort of knowing they will be traveling together and new café options will allow customers more flexilbility in when and what they would like to eat.

New trainsets for Northeast Regional customers will be an opportunity to reinvent intercity train travel completely.

Gateway

The Gateway Program is a multi-decade investment program focused on the territory between Newark, New Jersey and Penn Station, New York (PSNY), where the NEC hosts over 450 daily train movements on just two mainline tracks. Gateway aims to bring this section of the railroad to a state of good repair by replacing and/or rehabilitating many of the more than a century old infrastructure assets originally built by the Pennsylvania Railroad. These assets include the North River Tunnel connecting New York and New Jersey under the Hudson River, and Portal Bridge over the Hackensack River, just west of Secaucus Junction in the New Jersey Meadowlands. Through a series of phased projects, the Program will ultimately completely renew this section of the NEC and add two additional tracks, doubling trans-Hudson rail capacity between New York and New Jersey and allowing an increase from roughly 200,000 daily NJ TRANSIT and Amtrak trips to roughly 400,000 daily trips.

The five-year plan includes property acquisition and the start of major construction of Portal North Bridge and the Hudson Tunnel Project. The Portal North Bridge project would be completed in 2027 and the Hudson Tunnel Project in 2032. During the plan period, the Sawtooth Bridge will advance through preliminary engineering and develop a financial plan, with construction taking place from 2023 through 2028. Smaller projects such as Harrison Fourth Track are expected to advance through engineering and construction entirely in this plan period. Planning, environmental review, and property acquisition activities for Penn Station Expansion would also take place in this period, with a target start date of construction in 2026.

Below: Portal North Bridge.

Corporate Initiatives (Continued)

At left: 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.

For the Hudson Tunnel and Portal North Bridge Projects, the replacement and/or rehabilitation of outdated assets with new infrastructure will result in substantial savings in operations and maintenance costs.

- For **Portal North Bridge,** the savings to Amtrak from 2027–2037 will average $2.7 million a year. This is due to the avoidance of the current annual maintenance costs, which have averaged $1.5 million a year in recent years, escalated to future years.
- Compared to the status quo, the **Hudson Tunnel Project** realizes an annual average savings of $12.9 million in operating and maintenance costs once the project is completed in 2030. This is due to savings in the cost of maintaining the existing North River Tunnel once it has been rehabilitated and the significantly lower cost of maintaining a new Hudson River Tunnel.

Together, the two tunnels at project completion are projected to cost less to maintain than Amtrak currently pays to keep the 108-year old North River Tunnel in operation virtually around the clock.

In addition to the operating and maintenance savings gained by the new infrastructure, the Hudson Tunnel and Portal North Bridge Projects will improve service reliability and operational flexibility in the Penn Station terminal complex. The new Portal North Bridge will primarily eliminate the unpredictable delays and service interruptions caused by bridge openings for marine traffic, required inspections, and bridge malfunctions. The Hudson Tunnel Project will increase reliability and operational flexibility by adding two tracks under the Hudson River.

Food and Beverage

We have implemented various pilot programs to improve food and beverage service, consistent with FAST Act directives, including: scheduling optimization; on-board logistics; product development and supply chain efficiency; training, awards and accountability; technology enhancements and process improvements.

FY 2019 Highlights

- Food and Beverage operating loss of $41.5 million, the lowest in Amtrak's history.
- Cost recovery has grown to a record 80%, an increase of 7.3 percentage points over FY 2015.

During FY 2019, we modified the contemporary meal service offerings, for sleeper customers on the *Capitol Limited* and *Lake Shore Limited*. New meals were offered that reduced costs and we introduced a continental deluxe breakfast buffet. Current initiatives include:

- Supply and provisioning optimization: Continue efforts to better align food & beverage 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.
- Expand the contemporary meal service to other long-distance routes in FY 2020 (*Cardinal, City of New Orleans, Crescent, Silver Meteor, Silver Star*).
- Refine the contemporary meal service.
- Food and Beverage Supplier Request for Proposals: Recompeted and awarded the supplier contract; Competed and awarded the soft beverages contract; Competed and awarded new wine distributor contract.

FOOD AND BEVERAGE (F&B) FINANCIAL PERFORMANCE

	PLAN						% GROWTH INC/(DEC) VS PRIOR YEAR				
($s in Millions)	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**FY 23/24**	**FY 24/25**
Cash Sales	$68.6	$70.9	$73.1	$75.4	$77.7	$80.1	3.3%	3.1%	3.1%	3.1%	3.1%
First Class Transfer	76.9	79.0	81.2	83.4	85.7	88.0	2.7%	2.7%	2.7%	2.7%	2.8%
Total Revenue	**$145.5**	**$149.9**	**$154.3**	**$158.8**	**$163.4**	**$168.2**	**3.0%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**
OBS Labor & Support	$110.5	$112.1	$113.8	$115.5	$117.3	$119.0	1.5%	1.5%	1.5%	1.5%	1.5%
Commissary Provisions and Management	89.7	90.2	90.6	91.1	91.5	92.0	0.5%	0.5%	0.5%	0.5%	0.5%
Total Expense	**$200.2**	**$202.3**	**$204.4**	**$206.6**	**$208.8**	**$211.0**	**1.1%**	**1.1%**	**1.1%**	**1.1%**	**1.1%**
Direct Contribution/(Loss)	**$ (54.7)**	**$ (52.4)**	**$ (50.2)**	**$ (47.8)**	**$ (45.4)**	**$ (42.8)**					
Cost Recovery	**73%**	**74%**	**75%**	**77%**	**78%**	**80%**					
State Contribution to Food & Beverage	16.3	16.5	16.6	16.8	17.0	17.2	1.1%	1.1%	1.1%	1.1%	1.1%
Cost Recovery with State Contribution	**81%**	**82%**	**84%**	**85%**	**86%**	**88%**					
Cost management, revenue generation initiatives, and ticket revenue allocation	38.4	35.9	33.5	31.0	28.4	25.7	(6.3%)	(6.7%)	(7.5%)	(8.4%)	(9.6%)
Adjusted Contribution/(Loss)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

Challenges and Risks

Summary

We face challenges and risks to achieving our performance goals due to:

1. **On-time performance (OTP) and infrastructure access over the host railroad network.**
2. **Aging fleet and infrastructure.**
3. **Changing demographics and travel demand.**

These 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 events. Enactment of our reauthorization proposal would mitigate many of the risks described in this section.

On-Time Performance

Over the past several years, OTP on most long-distance routes has been abysmal. In FY 2019, long distance customer OTP was 42%. On six routes—the *Sunset Limited* (customer OTP 19.8%), the *Texas Eagle* (25.5%), the *Capitol Limited* (28.5%), the *Crescent* (28.6%), the *Silver Star* (29.1%), the *Southwest Chief* (32.3%)—more than two thirds of our customers arrived at their destination late. This creates a massive challenge to attract and retain customers when we are unable to deliver the advertised service.

Most of our network is on tracks owned, maintained and dispatched by private freight railroads, known as "host railroads." 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. 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 our service.

The most frequent cause of delays to Amtrak trains on host railroads is freight train interference, typically 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. We support 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 like any other company.

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!

Texas Eagle

Aging Fleet and Infrastructure

AN AGING FLEET

44 years

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

35 years

Average age of Superliner fleet

20 years

Average age of P-42 and P-40 locomotives

Much of our fleet needs to be retired given its age, reliability, and functional obsolescence. Re-fleeting is essential to offering a product that can compete in a competitive travel environment.

Over the past five years, we have ordered new electric locomotives, a new generation of *Acela* trainsets, supplemental single-level Long Distance equipment, and, most recently, new mainline diesel locomotives for our National Network trains. Today we operate many of our long-distance trains with two or more locomotives to ensure we have enough motive power for the journey, given the likelihood of locomotive mechanical problems occurring en-route. This practice drives up both operating and capital costs. Additionally, our diesel locomotive fleet does not meet current pollution and air quality standards and 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.

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 plans, reflecting today's system, in greater detail and outlines work underway.

We also face aging infrastructure on the NEC. 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.

Challenges and Risks (Continued)

Changing Demographics and Travel Demand

Amtrak has operated many of its routes since we began operations. 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 routes and frequency levels.

Our business is driven by serving large, metropolitan areas where we can offer a competitive product in a crowded travel market, yet 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:

- **Atlanta, the ninth largest metropolitan area in the country, is served by one long-distance train;**
- **Florida and Texas, the second and third largest states, have a population of nearly 50 million and are each only served by three trains;**
- **Major cities such as Cleveland and Cincinnati are served exclusively during 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 public benefit.

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.
- Increased services and amenities (e.g. Wi-Fi, ample baggage allowance).
- More travel space and onboard mobility compared to airlines.
- Centrally located stations provide convenient access to destinations.
- Growing ridership in NEC and state corridor markets.
- High cost recovery ratio on NEC generating cash for infrastructure investments.
- Experienced and capable workforce.
- Relatively stable federal funding for existing Amtrak investment levels.
- Growing stakeholder support for 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 $106 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 connected transportation providers can strengthen last mile service.
- Partnerships with destinations, travel vendors, business and universities.
- Capturing millennials as new customers.
- Targeted marketing through emerging tech platforms.
- Growth in new markets with *Acela* expansion and *Northeast Regional* providing more local connections.
- Many smaller markets served have limited travel options.
- 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 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.
- Develop 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:

Document Organization (Continued)

Index of Tables

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Northeast Corridor Service Line


2010

Northeast Corridor Service Line

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* and *Northeast Regional* (NER) services.

Introduction

As we approach our 50th anniversary of service, the service line is well-positioned to deliver a new era of growth and modernization for NEC passenger service. First-time and 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 NER 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.

2021

A Pivotal Year For Amtrak

- **Amtrak's 50th anniversary of service**
- **Launch of new *Acela* fleet (shown)**
- **20th anniversary of *Acela* on the NEC**
- **Opening of Moynihan Train Hall**


AMTRAK'S NORTHEAST CORRIDOR
Boston
MBTA
MA
Springfield
Providence
RI
NY
Hartford
CT
Metro-North Railroad
CTrail
New Haven
Long Island Rail Road
PA
Newark
New York
SEPTA
Trenton
NJ TRANSIT
Harrisburg
Philadelphia
Wilmington
NJ
MARC
Baltimore
Amtrak
MD
DE
Washington DC
VRE
VA
NEC Main Line
NEC Connecting Corridor
Intercity Rail
Commuter Rail
Massachusetts Bay Transportation Authority
CT rail
Metro-North Railroad
Long Island Rail Road
NJTRANSIT
SEPTA
MARC
VRE
AMTRAK

Introduction (Continued)

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

Amtrak's NEC offers two distinct intercity products: *Acela*, our premier service that provides up to 35 departures per day at top speeds of 150 mph and NER, which provides up to 40 departures per day at top speeds of 125 mph.

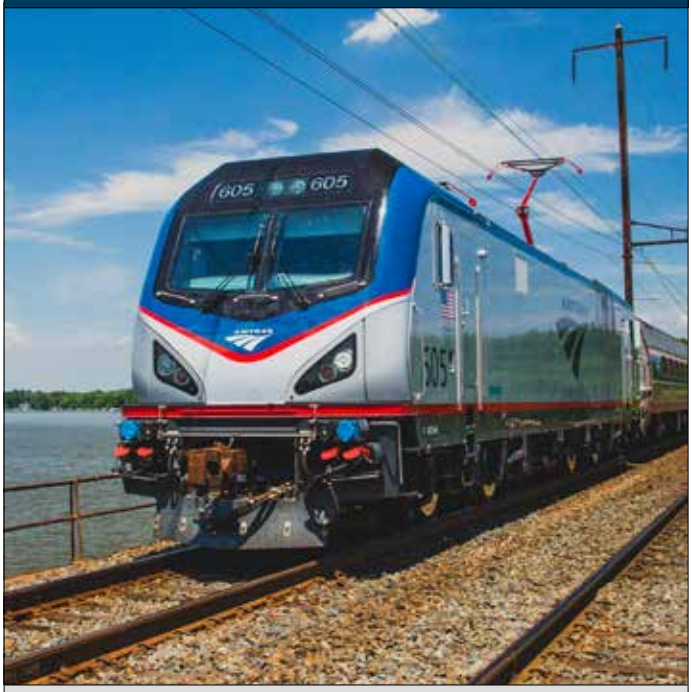
The *Acela* trainsets, with a fixed consist, provide the same number of seats for every trip (44 first class seats and 264 seats in business class). We can modify NER train consists and offer between 288 and 566 seats on a given frequency, and usually offers 494 seats. Several Amtrak Long Distance and 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* AND *NORTHEAST REGIONAL* SERVICES

Acela

- *Premium service*
- *Serves 16 stations in 8 states and the District of Columbia*
- *Up to 17 round trips per day*
- *First class and business class*

Northeast Regional



- *Value service*
- *Serves 30 stations in 8 states and the District of Columbia*
- *Up to 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. As the popularity of rail travel soars, Amtrak and our 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, Virginia along the NEC as the site for its future second headquarters.

At right: Passengers at New York Penn Station

Competitive Landscape

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

We do not have a monopoly on intercity travel and competition along the corridor is growing. Automobile travel is the preferred travel mode in the NEC region, also providing first/last mile transportation for most Amtrak passengers, although other modes play a large role at major urban stations. Consumers using public transportation have many travel options in the NEC for first/last mile connectivity.

Airlines are adding additional NEC frequencies, particularly between the New York City area and Boston/Washington, and acquiring new airplanes that are more fuel efficient and offer enhanced passenger amenities. Flixbus, the largest European intercity bus company which is expanding into U.S. markets, has recently initiated service in the already very competitive NEC curbside bus market, with advance purchase fares as low as $2.99. 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 (from 10.9 million customers in FY 2011 to 12.5 million customers in FY 2019). From 2000–2019.

- 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 78%.**
- 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 53%.**

On the South End of the NEC (Washington–New York City), Amtrak has 78% of the air/rail share. On the North End (New York City–Boston), where Amtrak service is less trip time competitive, Amtrak captures about 53% of the air/rail share. Reducing trip times on the North End through targeted infrastructure investment on Amtrak-owned infrastructure and partnering with Metro-North and Connecticut Department of Transportation to increase speeds on their segments is a top service line priority. The North End will continue to be an area for more growth opportunities, particularly with the launch of the new *Acela* trainsets offering hourly service from New York to Boston.

AMTRAK'S AIR/RAIL SHARE DOMINANCE

78%

ON NEC SOUTH END

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

53%

ON NEC NORTH END

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

FY 2019 Performance and Results

Ridership and Revenue

Results on the NEC were stellar with record revenue and ridership for both *Acela* and *Northeast Regional.* Together, the two services recorded $1.321 billion in gross ticket revenue and carried 12.5 million customers.

Northeast Regional trains carried 8.9 million customers and generated $679.6 million in revenue. *Acela* carried 3.6 million customers and generated $642 million in revenue.

Acela *Highlights*

- **Compared to FY 2018, FY 2019 gross ticket revenue was up 6.0%; ridership was up 4.3%.**
- **Trips north of NY** (34% of total trips): Gross ticket revenue +9.2% and ridership +6.6%.
- **Trips through NY** (7% of total trips): Gross ticket revenue +5.7% and ridership +5.7%.
- **Trips south of NY** (59% of total trips): Gross ticket revenue +4.5% and ridership +3.0%.

Northeast Regional *Highlights*

- **Compared to FY 2018, FY 2019 gross ticket revenue was up 3.3%; ridership was up 2.9%.**
- **Trips north of NY** (23% of total trips): Gross ticket revenue +6.7% and ridership +3.2%.
- **Trips through NY** (7% of total trips): Gross ticket revenue +3.8% and ridership +6.5%.
- **Trips south of NY** (59% of total trips): Gross ticket revenue +2.3% and ridership +2.4%.

NEC FY 2019 PERFORMANCE HIGHLIGHTS

12.5M
Ridership

$1.303B
Ticket Revenue (Adjusted)

2.076B
Total Passenger Miles

38¢
Revenue Per Available Seat Mile

23¢
Cost Per Available Seat Mile

170%
Cost Recovery Ratio

At left: All 20 Acela trainsets were refreshed with new seat coverings and aisle carpeting during 2018-2019.

Northeast Regional at Richmond Main Street station.

Customer Satisfaction Index (CSI)

CSI scores on the NEC exceeded goal, with significant gains during the final quarter of FY 2019. The NEC's overall score was 85.6, 0.4 points above goal. Amtrak has either implemented or developed several initiatives focused on improving customer satisfaction, such as:

- ***Acela* Nonstop.** *Acela* Nonstop service launched on September 23, 2019 with two frequencies per day. The southbound frequency departs New York at 6:35am arriving Washington at 9:08am (2:33 trip time). The northbound frequency departs at 4:30pm from Washington arriving New York at 7:05pm. This service has been extremely popular, and we will experiment with other non-stop or limited-stop services in the NEC.
- ***Northeast Regional* Seat Assignment.** The seat assignment initiative on N*ortheast Regional* was implemented in January, 2020 for Business Class passengers. Amtrak expects this initiative to provide a more relaxed boarding process and greater customer value.
- **Amfleet Pit Stop Program.** This program provided a refresh to our core equipment used on *Northeast Regional* service. Coach car installations of walk-off mats, LED cove lights, and an updated seat inventory were completed in FY 2019. We expect to complete a refresh to our café cars operating as part of Northeast Regional service during FY 2020.

Acela

For FY 2019, *Acela* received an overall score of 83.8, up 0.8 points from FY 2018 and meeting our goal. Overperforming service attributes included: OTP, information about delays, clean train interiors, restroom cleanliness and odor, and friendliness and helpfulness of conductors.

Northeast Regional

For FY 2019, *Northeast Regional* received an overall score of 86.3, up 1.3 points from FY 2018 and 0.6 points above our goal. Overperforming service attributes included: OTP, information about delays, clean train interiors, restroom cleanliness and odor, and friendliness and helpfulness of conductors. Wi-Fi was the only service attribute with lower scores.

> *The NEC growth strategy depends on Amtrak's ability to improve the consistency and delivery of Acela and NER services, while increasing capacity and modernizing our products.*

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 launch of new *Acela* trainsets.
- Strengthen OTP and Key NEC Partnerships.

At right: Amtrak employees at Ivy City Mechanical facility are installing new seats and floor rugs on Amfleet cars.

Key Business Drivers

	FY 2019 ACTUAL	FY 2020 GOAL	FY 2025 GOAL
Ticket Revenue (adjusted)	$1.303 billion	$1.341 billion	$1.705 billion
Ridership	12.5 million	12.4 million	14.3 million
CSI	*Acela*: 84.1% NER: 86.2%	*Acela*: 84.5% NER: 86.6%	*Acela*: 86.4% NER: 87.8%
On Time Performance (OTP)*	83.1%	83%	90%
Revenue Per Available Seat Mile	$0.38	$0.38	$0.38
Cost per Available Seat Mile	$0.22	$0.23	$0.25
Passenger Miles	2,076 million	2,100 million	2,419 million
Average Load Factor	58%	57%	51%
Cost Recovery	170%	167%	156%

*Amtrak uses Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

Strategy (Continued)

Initiatives and Measures (FY 2020–FY 2025)

	STRATEGIC LINKAGES		
INITIATIVE AND SUMMARY	**SUPPORTS STRATEGIC PILLARS**	**ASSET LINES IMPACTED**	**IMPACTS KEY BUSINESS MEASURES**
NEC Equipment Refresh Continue refresh of *Acela* and Amfleet Café Cars	• Customer Impact • Assets • Safety & Operations	• Equipment	• CSI • Revenue • Ridership
Review Service Patterns and Operating Plans Optimize fleet deployment, test new schedules for nonstop/1-stop service, develop service plan for next gen *Acela* and NER relaunch.	• Financial Stewardship • Customer Impact	• Equipment • National Assets	• Revenue • Ridership
Address Reliability and On Time Performance Deliver increased reliability and OTP.	• Customer Impact • Safety & Operations • People	• Equipment • Infrastructure	• CSI • OTP • Revenue • Ridership
NER Relaunch Develop service plan to determine equipment needs for single level equipment procurement to replace Amfleet Is.	• Customer Impact • Assets • Safety & Operations • People	• Equipment • Infrastructure	• Safety • CSI • Revenue • Ridership
Acela *Program* Manage end-to-end mobilization and transition plan.	• Customer Impact • Assets	• Equipment • Infrastructure	• Safety • CSI • OTP

An Acela train crosses the Portal Bridge.

Overview of Primary Initiatives

NEC Equipment Refresh

During FY 2019, Amtrak completed the second of two major equipment refresh programs on the NEC. The first refresh targeted NER trains and was completed in FY 2018 and the second focused on *Acela* trains completing in June 2019. While the current *Acela* trainsets have a limited life with Amtrak, current customer comfort and satisfaction is critical, so seats and carpet were replaced along with a deep clean of the trainsets. Customers responded enthusiastically to the programs, which have significantly increased customer satisfaction scores.

Next, Amtrak will refresh the Amfleet I Café Cars. This refresh will include new carpet, re-designed tables, and replacing galley murals. The café car refresh is anticipated to conclude in April 2020.

Review Service Patterns and Operating Plans

The service patterns and operating plan for *Acela* and NER 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 NER; product differentiation between service offerings; and nonstop/limited stop service on the North and South End.

NER Relaunch

In FY 2019, in conjunction with State partners, Amtrak began an effort to procure a new fleet to replace equipment currently used in Northeast Regional trains. A request for proposal (RFP) was issued with responses provided in November 2019 to replace all 450 Amfleet I cars, built in the 1970's. Amtrak is evaluating proposals and will work closely with participating States to choose trains that work best for all parties.

A significant undertaking in conjunction with the re-fleeting initiative will be a comprehensive assessment of service patterns, as well as new branding to competitively position Amtrak's new *Northeast Regional* trains in the NEC market.

Address Reliability and On-Time Performance

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

NORTHEAST CORRIDOR FIVE-YEAR TIMELINE

2020

Develop refined Acela and NER service plan concepts for NER Relaunch.

Test adjustments to schedule and service offerings.

2021

Launch new Acela trainsets.

Open Moynihan Train Hall.

2022

All 28 Acela trainsets delivered to Amtrak.

2023

Prepare for Relaunched NER Product.

2024

Using dual mode equipment, reduce trip times for NER trains continuing to points off the NEC.

2025

Develop refined Acela and NER service plan concepts for NER relaunch.

Test adjustments to schedule service offerings.

Strategy (Continued)

Acela *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 the demand for this service will continue to grow. Amtrak is preparing for the relaunch of *Acela* service to seize this growth opportunity as well as introduce its *Acela* service in a much more modern and customer-focused manner.

FLEET

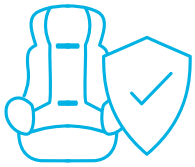
The most visible element of the new *Acela* trainset program is the acquisition of 28 next-generation high-speed trainsets from Alstom Transportation which will expand Amtrak's *Acela* fleet by 40%. The trainsets are the fifth generation of Alstom's high-speed train design made famous by TGV service 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.

The current *Acela* fleet utilizes custom-made equipment which now faces obsolescence due to part availability. By leveraging a proven, in-demand design (the French government ordered 100 of the same trainsets) combined with a Technical Spares and Supply Agreement, the new *Acela* trainsets will not only meet the highest customer expectations for Amtrak's premium service in 2021, but they will 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 Calendar Year (CY) 2020, with the first trainsets entering revenue service for Amtrak customers in CY 2021. By early CY 2022, all current trainsets will have been replaced.

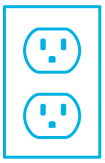
Above: Rendering of the Avelia Liberty, Amtrak's next-generation high-speed trainset that will replace the current Acela fleet beginning in 2021.

NEW AMENITIES FOR AN IMPROVED CUSTOMER EXPERIENCE

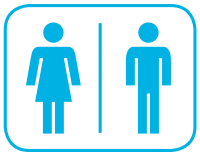


Improved passenger comfort and security

Complimentary and improved Wi-Fi



Additional seating options with electrical outlets and USB ports



Spacious, new ADA-compliant restrooms

CUSTOMER EXPERIENCE

The future of Acela is more than new trainsets: world-class accommodations, improved sustainability and enhanced customer-facing amenities will deliver a new premium service for our customers.

The Acela customer experience depends on our workforce. Beginning in FY 2020, more than 3,000 employees begin training for the new Acela launch.

Enhanced *Acela* amenities include:

1. **More seats with generous legroom and equally spacious accommodations Acela customers enjoy on current equipment.**
2. **Personal outlets, USB ports and reading lights at every seat.**
3. **Contemporary food service, offering self-select easy access and greater selection.**
4. **Sustainable features including e-leather seats and increased recycling capacity.**
5. **Complimentary and improved Wi-Fi.**
6. **Advanced seat reservation system.**
7. **Onboard information system with real-time information such as location, train speed and conductor announcements.**
8. **Spacious restrooms with 60-inch diameter turning radius.**
9. **Streamlined overhead and easily accessible luggage storage compartments**.

Improved accessibility is also a cornerstone for trainset design and amenities. In coordination with community advocates, we have gone beyond the mandated ADA requirements by delivering spacious restrooms with touchless features and a 60-inch diameter turning radius, and additional interior safety details, including handles to aid customers walking through the train, grab bars for stability and gap fillers to cover the space between the train and the platform, creating a smooth surface for entering/exiting the train.

Strategy (Continued)

CAPITAL INVESTMENTS

The new *Acela* program includes capital improvements to infrastructure and facilities and to enhance safety, Amtrak's highest priority. The new *Acela* 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 updated ventilation in Penn Station in New York City.

Customers of all Amtrak services will benefit from new investments such as the Moynihan Train Hall in New York City, new platforms in New Carrollton and Baltimore, and track upgrades to improve reliability in the south end of the NEC. Additionally, we will introduce an advanced form of track maintenance which will provide a more consistent, smoother track ride. While passengers on all trains traveling the NEC will notice a difference, when combined with the new trainset design, *Acela* passengers will experience a world-class quality ride.

Below: Moynihan Train Hall Rendering

Risks and Environmental Factors

Despite the 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 one will be taken out of service beginning 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 NJ Transit, and may prevent Amtrak from achieving all frequency targets proposed in the near term.

Extreme weather events due to climate change can cause service disruptions anywhere throughout the country, but when coupled with the aging NEC infrastructure, Amtrak faces a greater possibility of an environmental incident impacting service.

> *After decades of underinvestment, the NEC needs more than $42 billion as identified by the Northeast Corridor Commission to reach a state of good repair.*

Within these needs, we have identified several critical projects between New York City and Washington, DC which are vital to creating a renewed, modern passenger rail system.

Other risks involve those which can typically be anticipated with a complex program such as introducing new *Acela* trainsets including: delivery schedules, supply chain, availability to test equipment on an already heavily occupied NEC and solving for mixed-fleet operations.

We are planning for an extended period of mixed-fleet operations, and with that come additional risks including functionality and interoperability of IT systems and workforce readiness activities required to support two fleets, which are essential to not interfere with the daily ongoing NEC *Acela* operations.

Top right: B&P Tunnel
Bottom right: Portal Bridge

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 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: Amtrak crew work to repair the North River Tunnels, are also known as the Amtrak Hudson Tunnels, damaged by Superstorm Sandy. The North River Tunnels are a pair of tunnels that carry Amtrak and New Jersey Transit rail lines under the Hudson River between Weehawken, New Jersey and Pennsylvania Station in Manhattan, New York City.

Profit & Loss Analysis

NEC Service Line (FY 2020–FY 2025)

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2020 - FY 2025
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	1,339,078	1,367,364	1,410,583	1,527,606	1,628,096	1,703,442	8,976,169
Charter/Special Trains	1,814	1,814	1,854	1,898	1,946	2,001	11,325
Food and Beverage	48,683	50,144	51,604	53,109	54,657	56,250	314,447
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	-	-	-	-	-	-	-
PRIIA 212 Operating Payments	-	-	-	-	-	-	-
Commuter Operations	-	-	-	-	-	-	-
Reimbursable Contracts	10,258	18,324	18,857	19,407	19,973	20,555	107,373
Access Revenue	-	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	20,973	21,606	22,835	24,099	25,419	26,794	141,727
Operating Sources Subtotal	**1,420,806**	**1,459,251**	**1,505,733**	**1,626,119**	**1,730,091**	**1,809,042**	**9,551,042**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	-	-	-	-	-	-	-
PRIIA 212 Capital Payments	-	-	-	-	-	-	-
Other State/Local Mutual Benefit	12,231	-	-	-	-	-	12,231
Financing Proceeds Applied	394,002	676,376	467,355	246,678	4,510	-	1,788,922
Other Capital and Special Grants (incl., state/local sources)	-	21,930	6,203	-	-	166,452	194,585
Capital Sources Subtotal	**406,233**	**698,306**	**473,559**	**246,678**	**4,510**	**166,452**	**1,995,737**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	82,428	233,404	230,578	232,477	222,138	1,097	1,002,122
Current Year FAST Sec 11101 Grants							
Operating	-	-	-	-	-	-	-
Capital	230,700	320,820	413,450	399,300	482,527	580,296	2,427,093
Other Federal Grants (incl., FRA/OST, FTA, DHS)	36,178	2,238	2,238	2,238	2,238	2,238	47,366
Federal Grants to Amtrak Subtotal	**349,306**	**556,462**	**646,265**	**634,015**	**706,903**	**583,631**	**3,476,581**
Total Financial Sources	**2,176,344**	**2,714,019**	**2,625,557**	**2,506,812**	**2,441,503**	**2,559,125**	**15,023,360**
Financial Uses (Operating):							
Service Line Management	2,367	2,332	2,332	2,332	2,332	2,332	14,026
Transportation	244,754	254,156	265,440	291,357	305,881	315,475	1,677,063
Equipment	205,003	215,886	222,569	243,887	264,004	283,080	1,434,429
Infrastructure	78,223	82,906	87,177	94,392	95,923	97,491	536,112
Stations	50,425	50,706	52,047	53,425	55,091	56,797	318,490
National Assets and Corporate Services	271,591	294,615	317,174	351,406	393,175	403,235	2,031,195
Total Operating Uses	**852,363**	**900,601**	**946,739**	**1,036,799**	**1,116,406**	**1,158,409**	**6,011,315**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**568,443**	**558,651**	**558,994**	**589,320**	**613,685**	**650,634**	**3,539,727**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	135,185	153,531	183,824	262,946	182,118	181,532	1,099,136
Total Debt Service Payments	**135,185**	**153,531**	**183,824**	**262,946**	**182,118**	**181,532**	**1,099,136**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**1,188,797**	**1,659,887**	**1,494,994**	**1,207,068**	**1,142,979**	**1,219,184**	**7,912,909**
Financial Uses (Capital):							
Service Line Management	42	1,349	-	-	-	-	1,391
Transportation	38,547	24,687	17,544	13,897	14,674	14,837	124,185
Equipment	422,231	737,115	753,931	554,363	396,330	493,438	3,357,407
Infrastructure	234,555	415,770	358,154	357,300	342,159	483,268	2,191,205
Stations	130,137	185,335	155,784	128,875	129,917	130,755	860,804
National Assets and Corporate Services	35,948	34,282	36,875	36,952	36,441	31,346	211,842
Total Capital Uses	**861,460**	**1,398,537**	**1,322,288**	**1,091,386**	**919,521**	**1,153,643**	**6,746,835**
Remaining Carryover Balance	**$ 327,337**	**$ 261,351**	**$ 172,706**	**$ 115,682**	**$ 223,458**	**$ 65,540**	**$ 1,166,074**

State Supported Service Line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AMTRAK

State Supported Service Line

The mission of Amtrak's State Supported Service Line (SSSL) is to grow ridership and revenue from state corridor intercity passenger rail transportation and supporting services across the National Network and meeting the needs of our state partners and passengers.

Our vision is transportation services that exceed expectations while balancing state and federal partner goals and system efficiencies, in collaboration with all stakeholders.

Introduction

Across the country, 28 routes are funded by 20 partners from 17 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 statute.

We believe 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—they are trip time competitive, operate efficiently, and 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 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. In fact, state-supported routes have the highest share of passengers between 18-34 years old of the service lines.

A passenger prepares to board the Pacific Surfliner at Anaheim.

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

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 customers' experiences to be better than they expected.

Balance State Partner Goals and System Efficiencies

From working with 20 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.

LA Union Station, owned by the Los Angeles County Metropolitan Transportation Authority, is Amtrak's fifth busiest station.

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.

Introduction (Continued)

AMTRAK'S STATE SUPPORTED ROUTES

REGION	ROUTE	CITIES SERVED	FUNDING PARTNER(S)
NORTHEAST	The Downeaster	Boston–Portland–Brunswick	Northern New England Passenger Rail Authority (NNEPRA)
	New Haven–Springfield	New Haven–Springfield	Connecticut, Massachusetts
	Vermonter	Washington–St. Albans, VT	Vermont, Connecticut, Massachusetts
	Empire Service	New York–Albany–Niagara Falls	New York State
	Maple Leaf	New York–Toronto	New York State
	Adirondack	New York–Montreal	New York State
	Ethan Allen Express	New York–Rutland, VT	Vermont, New York State
	Keystone Service	New York–Philadelphia–Harrisburg	Pennsylvania
	Pennsylvanian	New York–Philadelphia–Pittsburgh	Pennsylvania
SOUTH	Washington–Roanoke	Boston–Roanoke	Virginia
	Washington–Newport News	Boston–Newport News	Virginia
	Washington–Norfolk	Boston–Norfolk	Virginia
	Washington–Richmond	Boston–Richmond	Virginia
	Carolinian	New York–Charlotte	North Carolina
	Piedmont	Charlotte–Raleigh	North Carolina
	Heartland Flyer	Oklahoma City–Fort Worth	Oklahoma, Texas
CENTRAL	Lincoln Service	Chicago–St. Louis	Illinois
	Illini / Saluki	Chicago–Carbondale	Illinois
	Illinois Zephyr / Carl Sandburg	Chicago–Quincy	Illinois
	Hiawatha	Chicago–Milwaukee	Wisconsin, Illinois
	Wolverines	Chicago–Detroit	Michigan
	Blue Water	Chicago–Port Huron	Michigan
	Pere Marquette	Chicago–Grand Rapids	Michigan
	Missouri River Runner	St. Louis–Kansas City	Missouri
WEST	Pacific Surfliner	San Diego–Los Angeles–San Luis Obispo	Los Angeles–San Diego–San Luis Obispo (LOSSAN) Rail Corridor Agency
	San Joaquins	Oakland/Sacramento–Bakersfield	San Joaquin Joint Powers Authority (SJJPA)
	Capitol Corridor	San Jose–Oakland–Sacramento–Auburn	Capitol Corridor Joint Powers Authority (CCJPA)
	California-owned equipment	Various	California Department of Transportation
	Cascades	Vancouver, BC–Seattle–Portland–Eugene	Washington State, Oregon

Market Overview

In FY 2019 state-supported routes carried 15.4 million riders, 47% of Amtrak's total ridership. In a number of states, we have worked with state partners to develop competitive short-distance corridor services that have attracted significant—and rapidly growing—ridership.

As a result, state-supported ridership has increased 16% since 2010. The most dramatic growth has occurred in the South and West.

The more than 70 daily state-supported trains in California carried 5.6 million passengers in FY 2019. Over the past 10 years, ridership has more than doubled on our state-supported corridors in Virginia and more than tripled on our *Piedmont* corridor in North Carolina. What these and other growing state-supported routes have in common is that they offer multiple daily trains along fast-growing megaregions with trip times that are competitive with driving and flying.

State Supported routes also 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

These services also provide revenue to Amtrak's other service lines, contributing approximately $75 million in gross ticket revenue to the Northeast Corridor and Long Distance service lines through connecting passengers.

State-supported ridership has increased 16% since 2010.

At right: Keystone Service

FY 2019 CONNECTING TICKET REVENUE & RIDERSHIP

	RIDERS	TICKET REVENUE
State Supported to Long Distance	480,944	$58,146,869
State Supported to Northeast Corridor	265,944	$17,247,881
Total	**746,888**	**$75,394,750**

Competitive Landscape

Travelers have many ways to move between cities and we must provide a competitive offering to attract passengers. The service line looks to our 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 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, we 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.

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 in our 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.

We also face 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.

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.

Stakeholder Engagement and Recent Activities

We work with a broad 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, we strive to give each partner a mix of rail services tailored to its needs. We 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.

While this service line plan largely incorporates the company'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 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 everyone's needs. 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.

In its report to Congress, SAIPRC identified five goals and five recommendations that are consistent with Amtrak's plans and message to Congress:

State Supported Service Line Goals	SAIPRC Recommendations
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	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

Introduction (Continued)

The Blue Water makes a stop at the East Lansing, MI station. Photo Credit: MDOT.

Amtrak has made progress on several matters raised through SAIRPC's working groups:

Self Service Reporting Portal. Through the 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. After an initial launch with ridership and revenue data, the Portal has been expanded to include OTP data. 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 a clearinghouse for identifying and prioritizing future data requests.

Marketing. We provide State Partners with a centralized marketing structure that affords them a more efficient working team at headquarters. Initiatives exclusive to State Partners include a newly developed marketing program for the college and university market and guidance on pricing strategies for those states focused on ridership growth as well as 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.

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 tighten our forecasting and other financial functions.

We work with a broad spectrum of organizations to plan, fund and administer the State Supported services. Within our regulatory and operating requirements, we strive to give each partner a mix of rail services tailored to its needs.

FY 2019 Performance and Results

State Supported results improved over FY 2018 performance though fell short of plan due to not implementing expanded frequencies on the Cascades and *Pacific Surfliner* routes.

Ridership and Revenue Highlights

- State Supported ticket revenue and ridership were up compared to FY 2018. State Supported gross ticket revenues were $538.1 million, up 3.2% from FY 2018; ridership increased by 2.4% to 15.4 million.
- The *Hiawatha* service set another ridership record in FY19 with 882,189 customer trips, 4.5% over FY 2018.
- We celebrated the start of the new *Valley Flyer* service. The *Valley Flyer* serves Holyoke, Northampton and Greenfield, MA and is an extension of existing trains that operate between New Haven, CT and Springfield, MA.
- The *Downeaster* achieved record breaking ridership of 574,404 passengers in calendar year 2019, a 7.8% increase from 2018.

Customer Satisfaction Index (CSI)

The FY 2019 score of 90.4 on State-supported routes was 0.8 points below goal and 0.6 points below FY 2018. Three service attributes drove the lower scores: Reliability/OTP, information given about delays and Wi-Fi. Nineteen of the 28 State-supported routes did not meet goal, including the top three routes based on ridership (*Pacific Surfliner, Capitol Corridor* and *Keystone*) which make up 41% of all State-supported customer trips. Service issues on the *Pacific Surfliner* and the *Capitol Corridor* are: OTP, information given about delays, and Wi-Fi. The key service attribute with lower scores on the *Keystone* route was Wi-Fi.

Northeast Regional pulling into Richmond Main Street station.

STATE SUPPORTED FY 2019 PERFORMANCE HIGHLIGHTS

15.4M
Ridership

$530.9M
Ticket Revenue (Adjusted)

1.98B
Total Passenger Miles

17¢
Revenue Per Available Seat Mile

18¢
Cost Per Available Seat Mile

93%
Cost Recovery Ratio

Train Conductor assists passengers on the Missouri River Runner.

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.
- Establish capital partnerships with current and potential partners to leverage capital funds to make investments in fleet, facilities and infrastructure.
- Enhance our products through customer-focused improvements.
- Strengthen OTP and host railroad relationships.
- Maximize operational efficiencies to effectively manage costs.

Key Business Drivers

	FY 2019 ACTUAL	FY 2020 GOAL	FY 2025 GOAL
Ticket Revenue (adjusted)	$530.9 million	$554.2 million	$722.5 million
Ridership	15.4 million	15.9 million	19.6 million
CSI	90.4	90.7	92.0
On Time Performance (OTP)*	75%	78%	82%
Revenue Per Available Seat Mile	$0.17	$0.17	$0.18
Cost per Available Seat Mile	$0.18	$0.18	$0.19
Passenger Miles	1.98 billion	2.07 billion	2.54 billion
Average Load Factor	42%	42%	45%
Cost Recovery	93%	94%	95%

*Amtrak uses Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

Strategy (Continued)

Initiatives and Measures (FY 2020–FY 2025)

	STRATEGIC LINKAGES		
INITIATIVE AND SUMMARY	**SUPPORTS STRATEGIC PILLARS**	**ASSET LINES IMPACTED**	**IMPACTS KEY BUSINESS MEASURES**
Fleet Improvement and Acquisition 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.	• Assets • Customer Impact • Safety & Operations	• Equipment	• Revenue • Load Factor • Safety • OTP • ITP • CSI
Route and Frequency Expansions Identify growth opportunities and work with interested stakeholders to advance expansion.	• Customer Impact	• Transportation	• Revenue • Ridership
Address Reliability and On Time Performance 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 • ITP • CSI
Improve Access and Connectivity Improve availability of connectivity information. Aggressively advance service expansion opportunities for Thruway connectivity services.	• Customer Impact	• Transportation	• CSI • Ridership • Revenue
Customer Amenity Improvements Discussed in detail on page 72.	• Customer Impact	• Transportation • Stations • Equipment	• CSI • Ridership • Revenue
Targeted Outreach and Marketing Attract millennials and college students.	• Customer Impact	• Transportation	• Ridership • Revenue
Fixed Asset Charge Develop and adopt method into the 209 policy.	• Assets • Financial Stewardship	• Equipment • Stations • Infrastructure	• Revenue
Obtain Discretionary Grants Partner with states for discretionary grant opportunities.	• Assets	• Equipment • Stations • Infrastructure	

Overview of Primary Initiatives

Many of our broader initiatives from prior years continue in this service line plan and are key to improving customer experience, route performance and setting the foundation for future growth.

Fleet Improvement and Acquisition

Fleet enhancement is an area where we have made substantial progress. 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 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 to 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 long distance routes, our services continue to face OTP challenges driven by host railroad delays as discussed in the Introduction beginning on page 29. 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. We believe this will be an important addition to our overall efforts to improve OTP.

STATE SUPPORTED FIVE-YEAR TIMELINE

2020

Amfleet I Replacement / Intercity Trainset Procurement: Award Contract.

Completion of Horizon and Amfleet II refresh.

2021

State partners (Midwest, California) take delivery of first Siemens single level cars.

2022

Siemens single level car deliveries continue; existing Horizon fleet re-deployed for growth service.

2023

Siemens single level car deliveries continue; existing Horizon fleet re-deployed for growth service.

2024

New Amfleet I Replacement / Intercity Trainsets begin to enter service across state corridor network.

Reduce trip times for trains operating on NEC by using dual-mode equipment.

2025

Amfleet I Replacement / Intercity Trainsets continue to enter service across state network.

Strategy (Continued)

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 nor 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 2019 we worked with Virginia to add an additional round trip to Norfolk and worked with State Partners to extend select Springfield shuttles to Greenfield, MA.

Additional routes planned for the coming five years are noted in the table below.

ADDITIONAL ROUTES PLANNED (FY 2021–2025)

	ROUTE & FREQUENCY CHANGES	NEW SERVICE
FY 2021	• *Ethan Allen* extension to Burlington, Vermont • *Pacific Surfliner* 14th round trip between Los Angeles and San Diego • Richmond round trip extension to Norfolk	
FY 2022	• *Capitols* extension to Salinas and two new round trips between Sacramento and Oakland • Roanoke second round trip to Lynchburg	• Gulf Coast (New Orleans to Mobile)
FY 2023	• *Hiawatha* eight, ninth and tenth round trips • *Keystone* 14th weekday round trip • *Pere Marquette* new Buffalo connection	• Twin Cities (Chicago to Twin Cities)
FY 2024	• *Piedmont* fourth round trip • *Pennsylvanian* second round trip	• Moline (Chicago to Moline)
FY 2025		• Rockford (Chicago to Rockford)
TBD	• *Vermonter* extension to Montreal	

Customer Amenity Improvements

Station Experience. We recently 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. We are working with states who use Amfleet I equipment in the Northeast to expand the program to other Northeast routes.

Below: Newly-installed bike racks on a cafe car.

Strategy (Continued)

Point of Sale. We are 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. 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.

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.

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.

As part of our overall campaigns to grow ridership and increase yield, a plan is under development with our State Partners to continue to target millennials and college students.

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 State Partner funds to improve these assets.

Obtain Discretionary Grants

We 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, we understand that there will always be a desire for some level of customization and 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 continued success depends in large part on a reliable funding stream from our State Partners and Congress.

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. We recognize states make tough choices to fund their passenger rail services and 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, we will continue to inform and educate Congress and the Administration on the importance of adequate, consistent 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.

Conclusion

The next few years will be crucial for both state-supported services and intercity 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 and on time performance to the acquisition of new equipment 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.

Charger locomotive on the Hiawatha service.

Profit & Loss Analysis

State Supported Service Line (FY 2020–FY 2025)

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2020 - FY 2025
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	551,447	584,300	633,630	667,870	700,592	719,745	3,857,585
Charter/Special Trains	2,803	2,804	2,804	2,804	2,804	2,804	16,823
Food and Beverage	29,035	29,906	30,777	31,674	32,598	33,548	187,539
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	239,488	241,883	244,302	246,745	249,213	251,705	1,473,336
PRIIA 212 Operating Payments	-	-	-	-	-	-	-
Commuter Operations	-	-	-	-	-	-	-
Reimbursable Contracts	3,776	10	10	10	11	11	3,828
Access Revenue	-	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	12,197	12,458	12,821	13,195	13,580	13,976	78,227
Operating Sources Subtotal	**838,746**	**871,362**	**924,345**	**962,299**	**998,797**	**1,021,789**	**5,617,338**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	64,500	65,790	67,106	68,448	69,817	71,213	406,874
PRIIA 212 Capital Payments	-	-	-	-	-	-	-
Other State/Local Mutual Benefit	29,601	-	-	-	-	-	29,601
Financing Proceeds Applied	-	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	13,024	18,665	785	294	36,947	120,268	189,983
Capital Sources Subtotal	**107,125**	**84,455**	**67,891**	**68,742**	**106,764**	**191,481**	**626,458**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	6,726	135,097	127,511	70,677	51,458	-	391,469
Current Year FAST Sec 11101 Grants							
Operating	55,931	56,000	55,331	53,986	52,435	51,112	324,796
Capital	198,933	196,406	325,621	363,155	431,213	455,891	1,971,219
Other Federal Grants (incl., FRA/OST, FTA, DHS)	17,426	2,176	2,176	2,176	2,176	2,176	28,309
Federal Grants to Amtrak Subtotal	**279,016**	**389,680**	**510,640**	**489,995**	**537,283**	**509,179**	**2,715,793**
Total Financial Sources	**1,224,886**	**1,345,497**	**1,502,876**	**1,521,037**	**1,642,844**	**1,722,449**	**8,959,589**
Financial Uses (Operating):							
Service Line Management	5,282	5,183	5,183	5,183	5,183	5,183	31,197
Transportation	402,436	418,855	444,665	458,131	470,789	484,725	2,679,601
Equipment	192,146	207,371	224,142	237,581	253,984	255,891	1,371,115
Infrastructure	19,992	23,692	27,783	28,128	28,479	28,835	156,909
Stations	92,421	94,674	97,134	100,662	103,260	105,929	594,080
National Assets and Corporate Services	182,400	177,586	180,770	186,601	189,538	192,338	1,109,232
Total Operating Uses	**894,677**	**927,362**	**979,677**	**1,016,285**	**1,051,233**	**1,072,901**	**5,942,135**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**(55,931)**	**(56,000)**	**(55,331)**	**(53,986)**	**(52,435)**	**(51,112)**	**(324,796)**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	13,024	18,665	785	294	231	224	33,223
Total Debt Service Payments	**13,024**	**18,665**	**785**	**294**	**231**	**224**	**33,223**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**317,186**	**399,469**	**522,414**	**504,457**	**591,380**	**649,324**	**2,984,231**
Financial Uses (Capital):							
Service Line Management	1,888	1,538	-	-	-	-	3,426
Transportation	16,677	11,671	15,451	13,917	10,429	10,497	78,643
Equipment	149,333	196,524	342,856	316,287	381,327	434,301	1,820,627
Infrastructure	58,791	78,604	64,152	80,000	87,325	95,427	464,299
Stations	62,274	88,279	76,691	70,915	89,371	86,811	474,340
National Assets and Corporate Services	28,224	22,854	23,265	23,337	22,928	22,289	142,897
Total Capital Uses	**317,186**	**399,470**	**522,414**	**504,457**	**591,380**	**649,324**	**2,984,231**
Remaining Carryover Balance	**$ -**	**$ (0)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (0)**

Long Distance Service Line

Long Distance Service Line

The Long Distance Service Line (LDSL) provides a safe and unique intercity transportation experience, connecting many of the nation's major regional metropolitan areas with some 300 diverse and varied communities along Amtrak's network.

An alternative to automobiles, buses and airplanes, long distance routes offer convenient and comfortable transport that contributes to the economic vitality of the communities they serve.

Introduction

LDSL comprises 15 long distance routes ranging from 764 to 2,438 miles, operating through 39 states. With connecting trains and Thruway buses, we provide service to 47 of the 48 contiguous states, stopping at nearly 60% of Amtrak's 545 served stations. In FY 2019 these routes carried more than 4.5 million riders and generated $495 million in ticket revenue, or approximately 14% of Amtrak's ridership and 21% of revenue.

LDSL has two primary customers: ticket-purchasing travelers and the federal government. Funding sources include passenger revenue, infrastructure access fees and ancillary revenues from the National Network (comprising long distance and state-supported routes), and capital and operating support from the federal government. In FY 2019, the National Network received $1.5 billion in federal support.

Of this amount, $483 million funded operating losses on long distance routes. Over the past five years, we reduced the average subsidy per passenger on long distance routes from $132 per passenger in FY 2013 to $106 in FY 2019. We remain focused on reducing the federal subsidy even further, consistent with our statutory mandate to minimize federal subsidies.[1]

Congress plays a pivotal role in the structure of the long distance network. While Amtrak has the authority to make changes to this network consistent with our statutory mission, changes are typically considered through Amtrak's authorization and the various federal intercity rail programs 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 our strategy for long distance routes assuming the current network and services remain unchanged by a new authorization law.

LONG DISTANCE SERVICE LINE AT-A-GLANCE

15
Long Distance routes across the country

47
Contiguous 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 four significant challenges to improve operating performance:

- **Improving poor on-time performance (OTP);**
- **Refreshing passenger car interiors** across the fleet and replacing old equipment;
- Restructuring the marketing and delivery of long distance services to **reflect the changing demographics** of the nation; and
- Offering long distance travelers **more choice in customizing the services** provided by Amtrak on their journey.

Recent trends show why these challenges must be addressed. Excluding passengers traveling within the New York-to-Washington NEC, long-distance ridership declined 4% since 2010 with fewer passengers making long trips—trips over 600 miles on long-distance trains fell 21% from FY 2010 to FY 2018. While the decline is partly due to the unusually large number of long distance trains impacted by service disruptions during 2019, the majority is attributable to poor OTP, aging equipment and reduced demand, particularly for longer distance trips, due to demographic changes, changing travel preferences and increased airline competition.

On-Time Performance

In FY 2019, customer on-time performance was only 42%, meaning less than half of all passengers arrived on-time. This makes attracting and retaining customers a massive challenge. OTP is the single biggest influencer of customer satisfaction and the biggest impediment to the service line's success. This particularly affects 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 more time-sensitive.

> *Delays attributed to host railroads accounted for over 66.7% of all delay minutes in FY 2019.*
>
> *Most host railroad-responsible delay minutes result from freight train interference, usually 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. All but one long distance route arrived at its destination more than an hour late on average during FY 2019. Two train routes, the *Sunset Limited* and *California Zephyr*, were over two hours late on average. As discussed in the 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.

Equipment

As Amtrak nears its 50th year of operations, most of our long distance fleet 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 19.8 years, with over 3.34 million miles of service achieved. Many LDSL trains must operate with two of these locomotives to protect against breakdowns, increasing operating expenses and the number of locomotives we must maintain. Additionally, these aging P-42s burn more fuel and produce more emissions compared to modern equipment.

In FY 2018, Amtrak began developing a comprehensive fleet strategy to improve, replace, and modernize the fleet. The strategy is summarized here 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.

Introduction (Continued)

Long Distance Service Summary

LDSL routes provide three classes of passenger service: Coach, Business, and Sleeper. **Coach class,** which is available on all trains, offers reclining seats and access to power outlets. **Business class** is available on four LDSL routes (*Cardinal, Coast Starlight, Lake Shore Limited, Palmetto*) providing additional amenities such as a dedicated car, extra legroom, access to lounges in select stations and complimentary non-alcoholic beverages. **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, 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 Chicago, IL – Los Angeles, CA	Daily 3x/week

ABOUT LONG DISTANCE CUSTOMERS

- 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 61% female and 39% male.
- 28% of adult customers are 65 or older.
- 64% travel round-trip.
- 49% of customers are employed and 32% are retired; college students, homemakers and persons who are not employed account for most of the remainder.
- Traveling purpose: 8% business; 60% visit family or friends/ personal or family business; 28% vacation/leisure.
- Average sleeper trip length is 990 miles; average coach trip is less than half as long at 457 miles.

Market Overview

LDSL also provides revenue to Amtrak's other service lines, contributing approximately $14.7 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 2019, approximately 226,000 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.

THE AMTRAK NETWORK LONG DISTANCE ROUTES

FY 2019 CONNECTING TICKET REVENUE & RIDERSHIP

	RIDERS	TICKET REVENUE
Long Distance to State Supported	480,944	$11,880,659
Long Distance to Northeast Corridor	50,094	$2,793,054
Total	**531,038**	**$14,673,713**

Competitive Landscape

The LDSL competes with air, bus and auto travel for customers. Trip times are competitive with air for many short distance itineraries served by long distance routes and are competitive with auto and bus in a greater share of markets, particularly those that are too long to drive in a day. Most long distance customers live in major metropolitan regions and approximately half of all long distance trips are made by customers who live within 11 miles of their originating station.

The distribution of customer trips over the length of long distance routes varies significantly. On average, approximately 8% of long distance customers travel 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, 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.

FY 2019 Performance and Results

Long Distance results for ridership and revenue improved over FY 2018, while Customer Satisfaction Index scores were down slightly compared to previous year results.

Ridership and Revenue

LDSL ticket revenue and ridership were up compared to FY 2018. LDSL gross ticket revenue was $494.6 million, $8.4 million above FY 2018, a 1.7% increase. LDSL ridership was 4.6 million, up 0.9% from FY 2018.

Routes that overperformed compared to FY 2018 include:

- ***Silver Star*** (ridership up 5.8%, gross ticket revenue up 7.5%)
- ***Silver Meteor*** (ridership up 4.9%, gross ticket revenue up 5.1%)
- ***Auto Train*** (ridership up 5%, gross ticket revenue up 7.5%)
- ***Crescent*** (ridership up 7.4%, gross ticket revenue up 1.7%)
- ***Cardinal*** (ridership up 12.6%, gross ticket revenue up 21.2%)
- ***Lake Shore Limited*** (ridership up 5.9%, gross ticket revenue up 6.6%)
- ***Empire Builder*** (ridership up 1.1%, gross ticket revenue up 0.3%)
- ***Southwest Chief*** (ridership up 2.1%, gross ticket revenue up 3.6%)
- ***Coast Starlight*** (ridership up 2%, gross ticket revenue up 5.4%)

Routes that underperformed compared to FY 2018 include:

- ***Palmetto*** (ridership down 11%, gross ticket revenue down 8.1%)
- ***Capitol Limited*** (ridership down 4.3%, gross ticket revenue down 5.7%)
- ***City of New Orleans*** (ridership down 0.9%, gross ticket revenue down 7.8%)
- ***California Zephyr*** (ridership down 1.8%, gross ticket revenue down 5.8%)
- ***Texas Eagle*** (ridership down 4.2%, gross ticket revenue down 1.7%)
- ***Sunset Limited*** (ridership down 4.4%, gross ticket revenue down 2.6%)

LONG DISTANCE FY 2019 PERFORMANCE HIGHLIGHTS

4.6M
Ridership

$454M
Ticket Revenue (Adjusted)

2.43B
Total Passenger Miles

12¢
Revenue Per Available Seat Mile

23¢
Cost Per Available Seat Mile

53%
Cost Recovery Ratio

Customer Satisfaction Index (CSI)

The CSI score for LDSL in FY 2019 was 83.3, down slightly from FY 2018's score of 83.5. The Amtrak system-wide overall satisfaction score was 87.4, up 0.2 points from FY 2018.

The three lowest scoring CSI areas for LDSL pertain to (1) on-time performance (OTP), (2) cleanliness and smell of restrooms on the train and (3) variety of food items offered in the café/lounge car.

Ratings in these three categories are notably lower among coach customers than sleeper customers (café/lounge car ratings only gathered from coach customers, as sleeper customers rate service in the dining car instead). The lower coach ratings indicate the greater value placed on OTP by coach customers whose average trip length is much shorter than sleeper customers, and for whom OTP shortfalls are a heavier relative burden.

The four largest underperforming routes year-over-year (YoY) are all routes operated with older two-level Superliner equipment, and all were driven by low ratings in the three categories noted above:

LONG DISTANCE ROUTES WITH YEAR-OVER-YEAR CSI RATING DECLINE

LDSL Route	YOY CSI Rating Change
Sunset Limited	5.1 point decline
Capitol Limited	2.6 point decline
Southwest Chief	2.5 point decline
Texas Eagle	2.4 point decline

Below: The City of New Orleans crosses Pass Manchac near Akers, La. Pass Manchac connects Lakes Pontchartrain and Maurepas.

Strategy

Long Distance Service Line Strategies

- Expand Positive Train Control implementation to all LDSL routes to improve safety.
- OTP improvements and strengthen train performance.
- Identify and implement operational efficiencies.
- Evaluate service model to improve revenue performance.
- Evaluate and implement customer service improvements, including greater café/lounge car menu variety.
- Acquire new and improve existing fleet.

Riders enjoy a game of cards onboard the Cardinal.

Key Business Drivers

	FY 2019 ACTUAL	FY 2020 GOAL	FY 2025 GOAL
Ticket Revenue (adjusted)	$454 million	$476 million	$521 million
Ridership	4.6 million	4.5 million	4.7 million
CSI	83.3	83.3	85.7
On Time Performance (OTP)*	42%	43%	50%
Revenue Per Available Seat Mile	$0.12	$0.12	$0.14
Cost per Available Seat Mile	$0.23	$0.22	$0.25
Passenger Miles	2,428 million	2,440 million	2,551 million
Average Load Factor	56%	55%	58%
Cost Recovery	53%	55%	55%

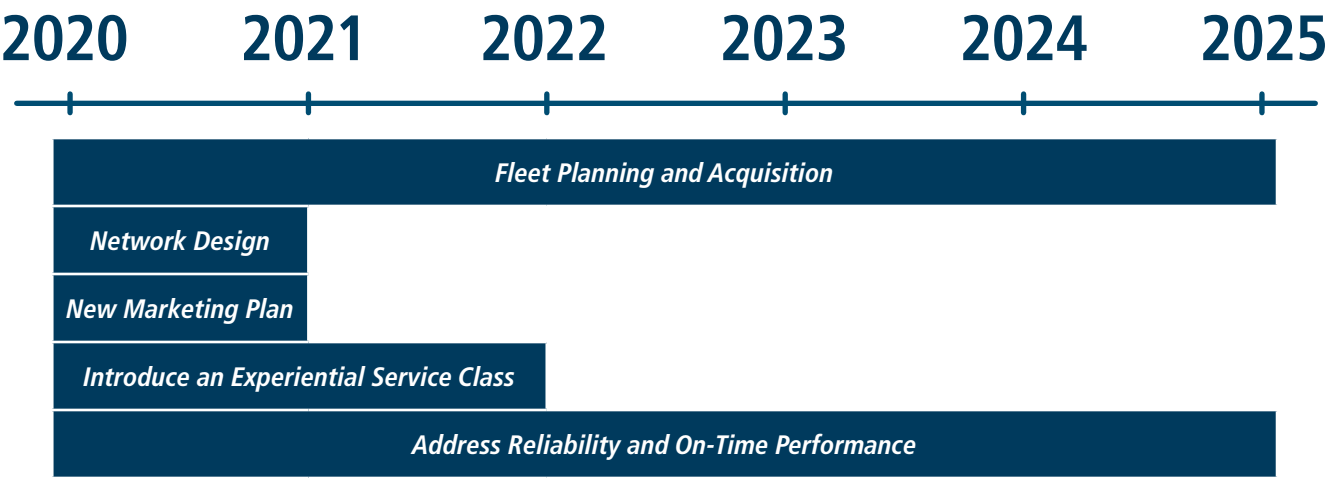
*Amtrak uses Customer OTP, which measures the actual on-time performance of our customers, instead of endpoint OTP.

Strategy (Continued)

Initiatives and Measures (FY 2020–FY 2025)

	STRATEGIC LINKAGES		
INITIATIVE AND SUMMARY	**SUPPORTS STRATEGIC PILLARS**	**ASSET LINES IMPACTED**	**IMPACTS KEY BUSINESS MEASURES**
Fleet Planning and Acquisition Analyze, design and implement modifications 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.	• Assets • Customer Impact • Safety& Operations	• Equipment	• Revenue • Load Factor • Safety • OTP
Network Design Continue efforts to develop partnerships to mitigate anticipated increases in operating and capital costs associated with operation of the *Southwest Chief* route.	• Customer Impact	• Transportation	• Ridership • Cost
New Marketing Plan Create the promotions/advertising necessary to target the right potential customer segmentation.	• Customer Impact	• Transportation	• Ridership • Revenue
Introduce an Experiential Service Class 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 • Revenue • CSI
New Food Service Model Continue to develop and enhance meal offerings that deliver customer satisfaction at reduced operating costs.	• Strategy • Customer Impact	• Transportation • Equipment	• Ridership • Revenue • Load Factor
Long Distance Fleet Refresh Refresh key interior elements in all Amfleet II, Superliner I/II and Viewliner I coaches and sleepers, including seat cushions and covers, carpets, deep cleaning, etc.	• Assets • Customer Impact	• Equipment	• Ridership • Revenue • CSI
Expanded menu choices in café/lounge cars Standardize café/lounge menus and add greater variety of food items including fresh offerings.	• Customer Impact	• Transportation	• Ridership • Revenue • CSI

LONG DISTANCE INITIATIVES TIMELINE



Overview of Primary Initiatives

Fleet Planning and Acquisition

Acquiring new equipment provides the opportunity to accomplish several goals including:

- Modernizing equipment and amenities to match updated service models and improve customer satisfaction.
- Redesigning train consists to match passenger demand, create operating efficiencies, and reduce capital needs.
- Reducing car and locomotive maintenance and turnaround costs.
- Reducing engine and car related mechanical delays to improve OTP.

LDSL is collaborating with other Amtrak departments to evaluate the financial impact of replacing equipment. The Equipment Asset Line Plan provides additional information about Amtrak's efforts. Highlights include:

- **Viewliner II.** Deliveries of remaining cars (combination sleepers (bag/dorms and sleeper cars) 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:** The company is proceeding with a replacement of the Amfleet I fleet, and this 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.

Network Design

Southwest Chief. We are developing 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.

Strategy (Continued)

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.

Experiential Service Model

The unique train travel experience is the most significant factor for customers choosing long distance travel. The trains that operate over two nights require a 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 to long trip times and less concern about on-time reliability. Our goal is to develop a more contemporary experience which leverages the important communal experience that the traditional rider expects with service options more attractive to Millennials.

The strategy includes redesigning sleeper cars, contemporary seating in dining/lounge cars similar to current living space trends, updated menus and service equipment and specialized staff training. We intend to establish a "concept" 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, mechanical, food and beverage, and onboard services (OBS) costs. Based on current performance, mechanical and onboard service costs are the key cost drivers. 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 cafés and diners accounted for $70 million of the LDSL's $538 million total core revenue in FY 2019. We are now offering updated food service for sleeping car customers on several single-night overnight trains, targeting improved flexibility and customer satisfaction while reducing food and beverage operating costs. Additionally, café menus are being enhanced and standardized to improve offerings to generate additional revenue, simplify processes and reduce operating costs. The service line will also benefit from the food and beverage point-of-sale system (POS) with improved features.

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.

> *We will also continue to seek effective remedies to address host railroads' failures to give Amtrak trains preference over freight traffic.*

The Amtrak Auto Train transports you and your car, jet-ski or other vehicles from Lorton, VA to Sanford, FL just outside of Orlando.

Strategy (Continued)

Risks and Environmental Factors

Public Policy/Investments in Rail Infrastructure

Since FY 2015, Amtrak has reduced our annual operating loss by approximately $275 million while breaking ridership records. As a reflection of that achievement, Congress has provided record levels of essential funding to improve Amtrak's infrastructure and service. In February 2019, Amtrak was appropriated nearly $2 billion for FY 2019, $1.29 billion of which funded the National Network. In December, another $2 billion was appropriated for FY 2020, of which $1.3 billion goes to the National Network. However, Amtrak's funding continues to be appropriated annually by Congress. This uncertainty year-to-year for both funding levels and timeline for appropriations, dramatically impacts our ability to produce the financial, planning, procurement and operational efficiencies that predictable and long-term funding affords. The FAST Act authorizing bill, the surface transportation bill that included Amtrak for the first time in 2015, will expire at the end of FY 2020. Congress has begun to consider the next authorization, a bill that will inform authorization levels in the critical years ahead.

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

Amtrak's safety strategy is discussed on page 21 of the Introduction.

Conclusion

For most of its existence 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. Their rich heritage has played a major role in providing transportation service in many parts of the country and in developing some of the high-frequency corridors we have today.

The nation's demographics, traveler preferences and the competitive landscape have all changed materially during this period, and the long distance service we provide has lost much of its relevancy as a modern mode of transportation. We face increasing reliability issues and other customer service challenges resulting from operating an aging and outdated fleet, most of which is approaching the end of its useful life. Our constrained ability to operate our services on-time continues to hinder our credibility with customers and damages our reputation.

Our challenge is to improve our long distance route system to respond appropriately to these changes in demographics, preferences and competition while addressing our aging fleet and the root causes of on-time reliability shortfalls.

Profit & Loss Analysis

Long Distance Service Line (FY 2019–FY 2025)

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2020 - FY 2025
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	475,939	483,082	492,320	501,697	512,359	520,889	2,986,287
Charter/Special Trains	-	-	-	-	-	-	-
Food and Beverage	67,817	69,852	71,887	73,982	76,139	78,358	438,035
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	-	-	-	-	-	-	-
PRIIA 212 Operating Payments	-	-	-	-	-	-	-
Commuter Operations	-	-	-	-	-	-	-
Reimbursable Contracts	3,769	3	3	3	3	3	3,783
Access Revenue	11	11	11	12	12	13	70
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	9,421	9,804	10,090	10,384	10,687	10,998	61,384
Operating Sources Subtotal	**556,957**	**562,752**	**574,311**	**586,078**	**599,200**	**610,261**	**3,489,560**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	-	-	-	-	-	-	-
PRIIA 212 Capital Payments	-	-	-	-	-	-	-
Other State/Local Mutual Benefit	1,962	-	-	-	-	-	1,962
Financing Proceeds Applied	-	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	21,023	30,571	1,033	375	287	9,208	62,498
Capital Sources Subtotal	**22,985**	**30,571**	**1,033**	**375**	**287**	**9,208**	**64,460**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	216,871	112,037	85,700	57,031	50,232	-	521,870
Current Year FAST Sec 11101 Grants							
Operating	457,147	469,022	443,427	455,776	473,487	498,108	2,796,967
Capital	154,722	481,218	397,963	395,974	349,400	366,840	2,146,118
Other Federal Grants (incl., FRA/OST, FTA, DHS)	28,392	2,663	2,663	2,663	2,663	2,663	41,706
Federal Grants to Amtrak Subtotal	**857,131**	**1,064,940**	**929,753**	**911,443**	**875,782**	**867,611**	**5,506,661**
Total Financial Sources	**1,437,074**	**1,658,264**	**1,505,097**	**1,497,897**	**1,475,270**	**1,487,080**	**9,060,681**
Financial Uses (Operating):							
Service Line Management	2,533	2,481	2,481	2,481	2,481	2,481	14,940
Transportation	507,118	515,792	524,071	540,450	558,778	579,788	3,225,996
Equipment	212,293	202,490	203,712	215,616	229,499	243,905	1,307,515
Infrastructure	16,115	15,429	12,675	12,925	13,179	13,437	83,760
Stations	72,488	75,016	77,060	78,162	80,324	82,546	465,596
National Assets and Corporate Services	203,557	196,510	197,739	192,220	188,426	186,212	1,164,663
Total Operating Uses	**1,014,104**	**1,007,718**	**1,017,738**	**1,041,854**	**1,072,687**	**1,108,369**	**6,262,470**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**(457,147)**	**(444,966)**	**(443,427)**	**(455,776)**	**(473,487)**	**(498,108)**	**(2,772,910)**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	21,023	30,571	1,033	375	287	276	53,566
Total Debt Service Payments	**21,023**	**30,571**	**1,033**	**375**	**287**	**276**	**53,566**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**401,947**	**619,975**	**486,326**	**455,668**	**402,295**	**378,435**	**2,744,645**
Financial Uses (Capital):							
Service Line Management	970	550	-	-	-	-	1,520
Transportation	24,598	14,192	14,087	14,036	14,900	15,017	96,830
Equipment	267,053	329,187	241,580	218,562	168,216	124,965	1,349,563
Infrastructure	53,763	176,527	159,723	163,184	153,603	174,464	881,264
Stations	24,265	46,514	41,339	30,201	36,407	35,879	214,605
National Assets and Corporate Services	31,299	28,948	29,596	29,685	29,169	28,110	176,806
Total Capital Uses	**401,947**	**595,918**	**486,326**	**455,668**	**402,295**	**378,435**	**2,720,588**
Remaining Carryover Balance	**$ 0**	**$ 24,057**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 24,057**

Infrastructure Access & Reimbursable Services

Infrastructure Access Service Line

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.

Introduction

The primary customers of IASL services are commuter and freight railroads in addition to Amtrak's own trains. Our fundamental responsibilities in delivering these services include meeting customer 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.

We primarily provide 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

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. In conjunction with the engineering department, 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. We also regularly meet with Corridor partners on a bilateral basis to discuss issues and ensure appropriate coordination among the relevant parties. On an operational level, we communicate with partners each day.

An important next step is working with the NEC Commission to further integrate 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 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, we also respond 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 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.

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 the support of local station construction to some of the largest transportation projects in the United States.

The largest projects may involve many dozens of staff from the design phases through project close-out, including related activities like project management and budgeting. We seek 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. We recently completed several third party projects and have others ongoing. Select examples of reimbursable projects recently completed are detailed below.

Paoli Station

Paoli Station was completed in late Summer 2019. This was a project that involved joint funding by Amtrak and SEPTA with a significant amount of Amtrak performed services including track, Electric Traction, and Communication & Signal work. The general contractor who performed the work was hired and managed by Amtrak. The project includes a new high-level center island platform, a pedestrian bridge, new stairs and elevators along with path of travel improvements.

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. We provide various support functions for the project where it intersects Amtrak's tracks and other infrastructure.

Shore Line East Electrification Project

As part of its program to operate electric M8 equipment for Shore Line East train service from New Haven to New London, the Connecticut Department of Transportation is installing catenary over the existing passing siding tracks at Guilford Station Track 4, Old Saybrook Station Track 3, and New London Station Track 6.

FY 2020 and Beyond Reimbursable Projects

Penn Station Access for Metro-North Trains

A fully reimbursable project sponsored by the Metropolitan Transportation Authority Capital Construction (MTACC) and Metro-North Railroad for four new stations in Bronx, NY and additional track structure to support commuter rail from New Haven, CT to Penn Station.

Pawtucket Train Station

Amtrak is supporting a RIDOT project to build a new commuter rail station in Pawtucket, RI. This project will begin in FY 2020 with ground breaking and construction. Work includes undercutting and realignment of Tracks 1, 2 and 7, reprofiling of catenary, C&S infrastructure relocation and construction of new signal house at the Lancaster Signal Shop.

Market Overview

Our right-of-way infrastructure assets are primarily located in the Northeast but also include some important National Network assets.

The Northeast Corridor

We own 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 subject to capital planning and cost allocation statutoy provisions. Some statutory and other definitions of the NEC also include portions of the New York-Albany line (Hudson Line) and Washington, DC-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.

On the NEC main line, Amtrak provides infrastructure access for commuter services provided by seven commuter railroads.

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.

Market Overview (Continued)

These commuter railroads depend upon Amtrak, the infrastructure manager, to maintain infrastructure and ensure reliable operations for their services.

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, CT, 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.

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.

Nearly 243 million commuter railroad passenger trips are made on the NEC main line and branches each year.

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.

National Network

We own 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 the commuter rail agencies detailed below.

AMTRAK'S NATIONAL INFRASTRUCTURE ACCESS CUSTOMERS

AGENCY	DESCRIPTION OF SERVICE
SEPTA	**Southeastern Pennsylvania Transportation Authority (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

Our primary external customers for infrastructure access activities are commuter and freight railroads. We also host our 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 our infrastructure or engage in capital projects or other activities that affect our infrastructure temporarily or over an extended period.

Competitive Landscape

An access provider to passenger and freight railroad operators, we 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 2019 Performance

We continue 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 October of 2019, the Northeast Corridor Commission formally approved a planned increase in the baseline capital charge (BCC) from 90% to 100% of the Corridor's normalized replacement amount. In addition, we worked with agency partners throughout the summer of 2019 to communicate and coordinate track outages. To improve capital program delivery, we 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, we can incorporate and prioritize agency projects in the construction schedule to ensure adequate resource coverage

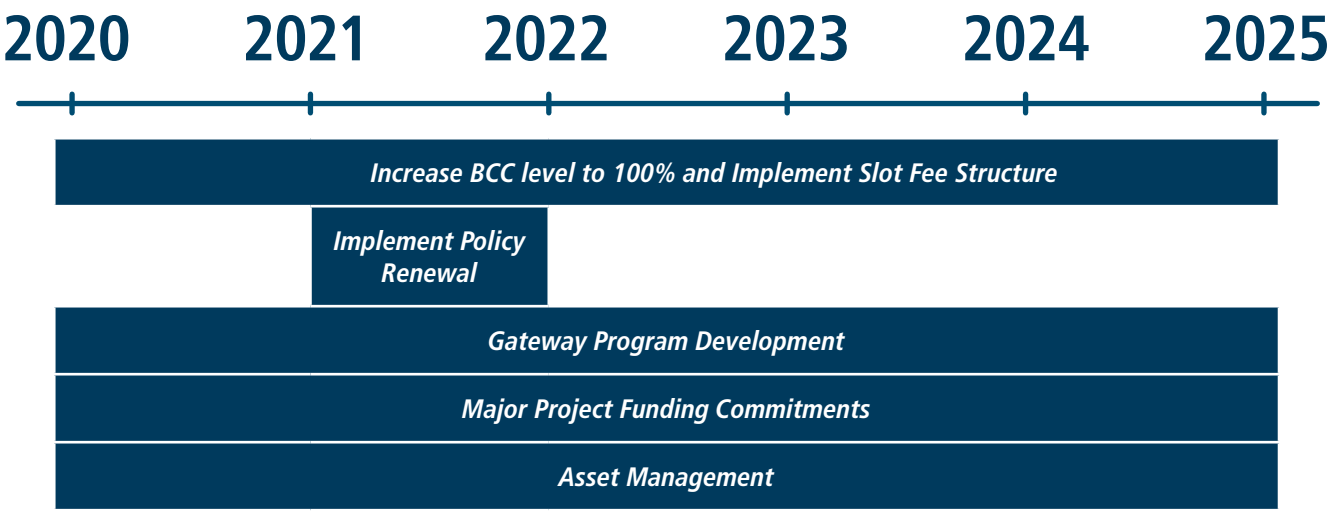
Below: The new Hanson interlocking in Maryland will upgrade a formerly freight-only track to accommodate higher speed Amtrak trains, allowing for an expansion of service through the New Carrollton area. The project includes the construction of a new access road, catenary poles, signal bridges, a turnout, and another platform to allow passengers to board on the new 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.

INFRASTRUCTURE ACCESS INITIATIVES TIMELINE



Linemen of the Electric Traction team work from a Catenary Car in New Jersey

Strategy (Continued)

Initiatives and Measures (FY 2020–FY 2025)

	STRATEGIC LINKAGES		
INITIATIVE AND SUMMARY	**SUPPORTS STRATEGIC PILLARS**	**ASSET LINES IMPACTED**	**IMPACTS KEY BUSINESS MEASURES**
Gateway Program Development Advance design and engineering work on elements of Amtrak's program of projects to maintain and expand service on the NEC.	• Assets • Strategy • Financial Stewardship	• Infrastructure	• Revenue • Ridership
Major Project Funding Commitments Establish financial plans, including sources and uses, for B&P Tunnel and Susquehanna Rail River Bridge.	• Assets	• Infrastructure	• Revenue • Ridership
Building Partnerships for Planning and Investment Work with partners to implement fair cost sharing agreements for asset use and future investment.	• Assets • Financial Stewardship	• Infrastructure	• Revenue • Ridership
Begin Portal North, Hudson Yards Phase III, and Hudson Tunnel Project construction Work with partners to leverage new federal grant funding opportunities.	• Assets • Financial Stewardship	• Infrastructure	• Revenue • Ridership
Slot Fee Structure Developed pricing structure for new rights of access to Amtrak infrastructure.	• Assets • Strategy • Financial Stewardship	• Transportation • Infrastructure	• Revenue
Asset Management Use updated asset data drive investment decisions and update data that underlies the NEC Commission Cost Allocation Policy model.	• Assets • Financial Stewardship	• Infrastructure	• Revenue

Overview Of Primary Initiatives

Advance Gateway Program Development

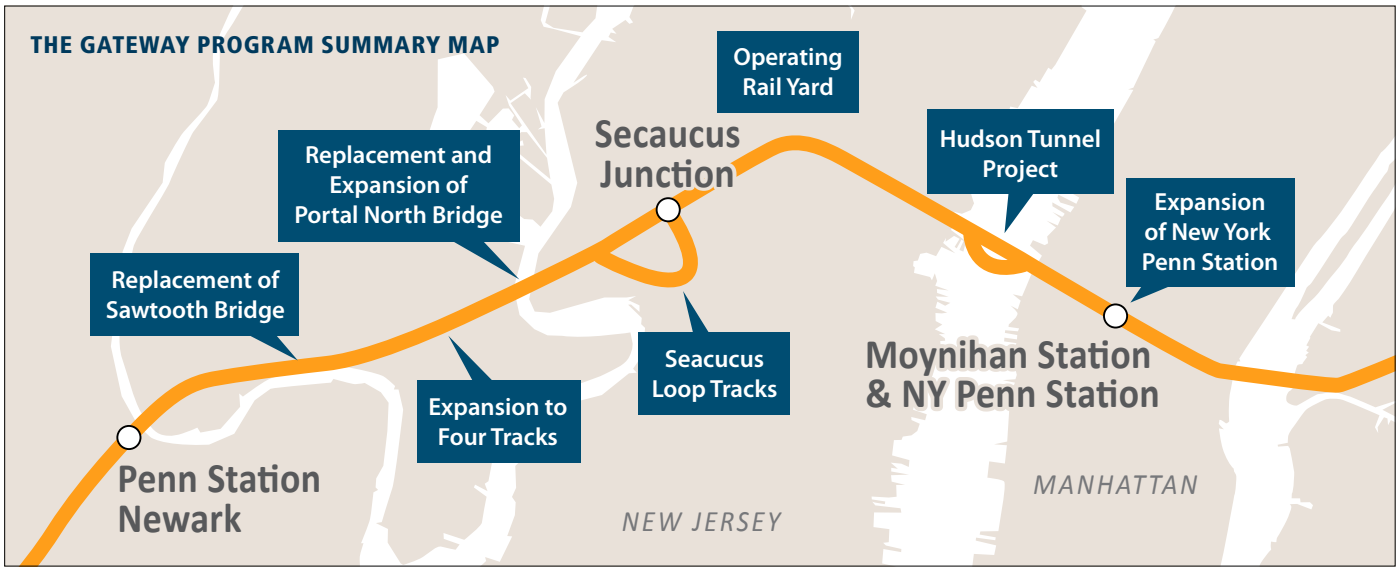
The Gateway Program is Amtrak's highest infrastructure investment priority and the most urgent infrastructure program in America.

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.

Below: 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.

Strategy (Continued)



Program development continued in 2019 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 2019 including:

- Completion of the $20 million Early Work Construction contract for the Portal North Bridge project that constructed a finger pier, retaining wall, and relocated utility infrastructure. NJ Transit's contractors completed their work on-time and on-budget.
- Enactment of new state laws that will help facilitate the Gateway Program, including the Gateway Development Commission Act in the State of New York and State of New Jersey which created a bi-state agency responsible for carrying out the Gateway Program. Additional legislation was also enacted in December 2018 that gives the Hudson River Park Trust the authority to permit the construction and maintenance of the new Hudson River Tunnel under the Park.
- Submittal of updated financial plans for the Portal North Bridge and Hudson Tunnel Projects to the Federal Transit Administration (FTA) Capital Investment Grant program, which included increased financial commitments by Amtrak and other project partners and reduced project costs in the case of the Hudson Tunnel Project.
- Procurement of a financial advisor and project counsel for the Hudson Tunnel Project and initiation of a supplemental geotechnical borings program to reduce risk on the Hudson Tunnel Project in response to industry input.

Looking ahead, planning and development of later-phase Gateway projects including replacement of the Sawtooth Bridges, expansion of Penn Station and construction of the Bergen Loop in Secaucus 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 $184 million in its FY 2020 capital budget to advance Gateway projects, including fund for planning, design, early works construction, and property acquisition. Between FY 2020 and 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 determined that every dollar spent returns nearly four dollars of value to the region.*

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

B&P TUNNEL

Built in 1873, the Baltimore & Potomac (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.

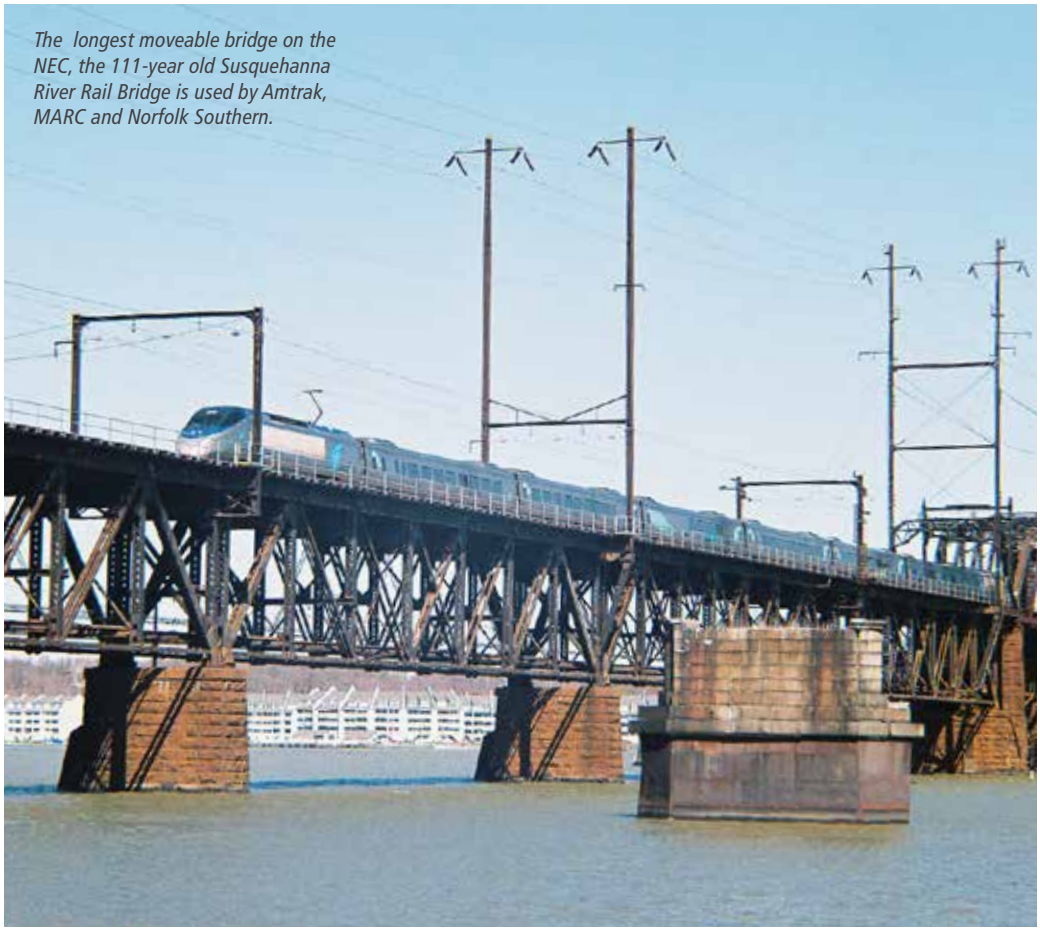
In 2010, Maryland Department of Transportation (MDOT) was awarded $60 million in funds provided by the FRA's High-Speed and Intercity Passenger Rail Program (HSIPR) included in the American Recovery and Reinvestment Act of 2009 for preliminary engineering and environmental review. FRA and MDOT have managed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

While we are continuing with the design phase, the project requires a funding plan with contributions from Maryland under the NEC Cost Allocation Policy and a federal share to undertake the construction phase.

During 2019, Amtrak completed 45% design development and completed Context Sensitive Design Treatment Guidelines and advanced other programmatic elements. For example, tunnel design including approaches, ancillary spaces and ventilation system has been advanced and additional geotechnical investigation was performed.

At right: Northeast Regional train entering one of the B&P Tunnel sections. The tunnel is a two-track railroad tunnel running beneath central Baltimore City between Baltimore Penn Station and the West Baltimore Maryland Area Regional Commuter (MARC) station. This busy section of the Northeast Corridor is used by Amtrak and MARC passenger trains, as well as Norfolk Southern Railway freight trains. Built just after the Civil War in 1873, the B&P Tunnel is among the oldest infrastructure along the NEC.

Strategy (Continued)



The longest moveable bridge on the NEC, the 111-year old Susquehanna River Rail Bridge is used by Amtrak, MARC and Norfolk Southern.

Many rail assets like the Susquehanna River Rail Bridge need redeisgn and replacement due to heavy use and age.

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. The bridge's functionally-obsolete design and age require increasing major rehabilitation and repairs, which result in increasing maintenance costs and conflicts with the need to maintain continuous rail operations. The project will 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. As part of B&P Enabling Work, 60% Design of the Franklintown Road and Warwick Avenue bridges is scheduled to be completed in November 2019 and 90% is scheduled to be completed by September 2020.

Building Partnerships for Planning and Investment

Over the next five years, we 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.
- **Ensure costs and obligations are being paid by all partners.**
- **Implement new capital methodology** policy to pay beyond the BCC by Commission members was approved by the NEC Commission is now in effect.
- **Align infrastructure investments** with the NEC Commission's plans and member contributions.
- Continue to **seek additional funding** via joint or sole application for various federal grant programs.
- **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.
- **Continue coordinated 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 a fair and financially viable **new Access Agreement** with Metra for Metra's use of Chicago Union Station that includes enhanced capital contributions.

Work Planning

In the last two years, we instituted a Prioritization of Capital Projects process to prioritize capital projects for the upcoming fiscal year for the NEC. We coordinate with state Departments of Transportation, Commuter Agencies, and various other Third Parties. Information requested includes, but is not limited to, project location, scope, schedule, and the type of Force Account Services requested, e.g., Flagging, Electric Traction services, etc.

Projects are reviewed for consistency with Amtrak's Pillars and each project is reviewed by a Work Force Manager who allocates Force Account Services amongst the various projects. This determines what projects can and cannot be accomplished in the next fiscal year. Other considerations are governmental mandates and external negotiations.

The prioritization process provides accountability by implementing a more transparent process that identifies what projects can and cannot be initiated, and sometimes more importantly, enables Amtrak to explain why certain projects are rejected or accepted.

Asset Management

Asset Management is a systematic method of maintaining and managing Amtrak assets that is comprised of three equal components:

1. **Asset Master Data,** which contains all the design and technical data of an asset class. An asset class is a grouping of assets that have the same form, fit (integration with adjacent assets) and function.
2. **Item Master Data** (SAP) that contains the items of (bill of materials, part numbers etc.) and function.
3. **Transaction Data** (Maximo) that records all transactions (everything that occurred– testing, inspections, etc.) against the asset from installation/commissioning to retirement.

Slot Fee Structure

We have developed and is pursuing a slot fee approach for those rail entities that are not currently operating on Amtrak infrastructure. This approach will help ensure that capacity on Amtrak-owned NEC infrastructure is used efficiently and that decisions to add new trains take long-term service plans into consideration.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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 $42 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

- In recent years, federal funding has been available to address some SOGR backlog and improvements and a number of FAST Act discretionary grant programs have been funded at authorized levels. 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.
- Challenges in managing and displaying information in a useful format make it difficult to link capital planning with service goals.

Strategy (Continued)

- 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:

  → 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.

  → At Penn Station New York, LIRR, Amtrak, and NJT each control different areas, and some areas have shared control.

  → Shared use stations in New Jersey are owned by NJT, though Amtrak remains responsible for track maintenance and in some cases station platforms.

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 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; however, 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, the application to various participants the costs and responsibility for complying with certain labor regulations and disaster relief. Through Amtrak's Commission membership, the Amtrak is engaged with the Commission's work to harmonize these federal requirements.

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 2020–FY 2025)

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2020 - FY 2025
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	201,985	208,044	214,104	220,345	226,768	233,379	1,304,624
Commuter Operations	-	-	-	-	-	-	-
Reimbursable Contracts	11,303	11,642	11,981	12,330	12,690	13,060	73,005
Access Revenue	38,688	44,849	46,009	47,205	48,435	49,701	274,887
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	131	135	139	143	147	151	845
Operating Sources Subtotal	**252,106**	**264,669**	**272,233**	**280,023**	**288,040**	**296,290**	**1,653,361**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	-	-	-	-	-	-	-
PRIIA 212 Capital Payments	198,555	202,526	206,577	210,708	214,922	219,221	1,252,509
Other State/Local Mutual Benefit	61,618	116,194	81,251	176,328	293,147	248,238	976,778
Financing Proceeds Applied	-	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	21,930	6,203	71,961	56,481	199,652	356,227
Capital Sources Subtotal	**260,173**	**340,650**	**294,032**	**458,997**	**564,551**	**667,111**	**2,585,513**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	81,779	206,278	213,212	127,540	3,466	-	632,274
Current Year FAST Sec 11101 Grants							
Operating	43,792	26,498	48,982	47,256	45,501	43,794	255,823
Capital	357,311	467,835	373,623	384,356	307,476	189,079	2,079,680
Other Federal Grants (incl., FRA/OST, FTA, DHS)	27,552	2,471	2,471	2,471	2,471	2,471	39,908
Federal Grants to Amtrak Subtotal	**510,433**	**703,082**	**638,287**	**561,624**	**358,914**	**235,345**	**3,007,685**
Total Financial Sources	**1,022,712**	**1,308,402**	**1,204,552**	**1,300,643**	**1,211,505**	**1,198,747**	**7,246,560**
Financial Uses (Operating):							
Service Line Management	2,449	2,409	2,409	2,409	2,409	2,409	14,496
Transportation	72,839	77,279	81,097	83,150	84,626	86,750	485,741
Equipment	13,810	13,584	13,988	14,403	14,831	15,271	85,887
Infrastructure	144,631	149,445	149,888	151,162	153,471	155,814	904,412
Stations	29,698	30,170	30,729	31,298	31,630	31,974	185,499
National Assets and Corporate Services	101,768	100,660	102,630	104,593	106,599	108,647	624,898
Total Operating Uses	**365,196**	**373,549**	**380,741**	**387,016**	**393,566**	**400,866**	**2,300,934**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**(113,090)**	**(108,879)**	**(108,508)**	**(106,994)**	**(105,526)**	**(104,576)**	**(647,573)**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	7,105	7,000	4,836	2,788	2,790	2,787	27,306
Total Debt Service Payments	**7,105**	**7,000**	**4,836**	**2,788**	**2,790**	**2,787**	**27,306**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**650,411**	**927,853**	**818,974**	**910,839**	**815,149**	**795,093**	**4,918,319**
Financial Uses (Capital):							
Service Line Management	19,602	9,666	-	-	-	-	29,268
Transportation	9,916	11,698	11,731	11,949	12,489	12,702	70,486
Equipment	50,663	56,218	120,196	72,616	41,156	42,185	383,034
Infrastructure	578,771	1,033,215	758,016	880,602	938,719	748,386	4,937,709
Stations	73,794	112,300	104,849	76,226	75,413	99,666	542,249
National Assets and Corporate Services	19,130	23,725	27,597	27,663	27,514	19,758	145,387
Total Capital Uses	**751,876**	**1,246,821**	**1,022,389**	**1,069,057**	**1,095,291**	**922,698**	**6,108,132**
Remaining Carryover Balance	**$ (101,464)**	**$ (318,967)**	**$ (203,414)**	**$ (158,219)**	**$ (280,143)**	**$ (127,605)**	**$ (1,189,813)**

Ancillary: Amtrak Services


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Ancillary: Amtrak Services

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

Introduction

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 identify and develop 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. **Multimodal connections and other opportunities**

At left: Oakland yard.

Key Highlights

Amtrak Services' contract commuter business has opportunities to grow from bidding to operate existing and new commuter services for which contracting opportunities will become available during the period of this Five-Year Plan. The financial estimates in this Plan do not assume bidding on or winning any new opportunities, and assume Amtrak does not continue the Metrolink Train & Engine crew contract after its expiration on December 31, 2020.

> *Expansion of Thruway bus service can provide a means to grow Amtrak ridership and revenue in the near term while concurrently working toward expanding intercity 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 sustainable footing.

Amtrak Services pursues other opportunities which fit its key tenets. During the period of this Plan this is expected to include, in coordination with Amtrak's Marketing and IT departments, 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.

At right: Approximately 150 Thruway routes extend Amtrak service through guaranteed connections to trains via buses, vans, ferries and other modes.

Amtrak Services Product Offerings

Commuter train contract services

We provide 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 2020 will be approximately $141 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. Thruway services also encompass vans, shuttles, ferries, and some commuter rail operations. The Thruway system highlights are at right.

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.

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 partner 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 providing Amtrak transportation service in advance of instituting passenger 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 2019)

150
Routes operated by over 50 carriers

$92.2M
Gross trip revenue (Bus + train connections)

+500
Bus stops, in addition to the rail network

$63.5M
Connected train segment revenue; Bus segment revenue is $29M

1.5M
Passenger bus trips taken per year

$43.9M
Approximate net revenue added to the rail network in FY 2019

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 many major cities.

Above: Trains at Baltimore Penn Station.

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. Although private car unit-miles and revenue have decreased after the restructuring, they appear to be stabilizing in FY 2020. Charter train revenues and contribution have stabilized and are beginning to increase. Taken together, after the restructuring the higher margins from these niche businesses provide solid contribution to Amtrak's bottom line. We anticipate the following in the FY 2020 Annual Operating Plan: Charter Train revenue = $3.6 million; Private Car revenue = $2.6 million; Total revenue = $6.2 million.

Other opportunities

Amtrak Services pursues other opportunities that align with its key tenets. For example, Amtrak is exploring the possibility of expanding multimodal journeys with potential technology and transportation partners. We are also collaborating with the proposed privately-funded high speed rail operation between Dallas and Houston, TX. We have executed a through ticketing agreement and, if the service is constructed, it will allow Amtrak travelers to originate or terminate their journey in Houston and have access to the rest of the nationwide Amtrak rail network via Dallas.

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 has not been 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 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, engineering, or dispatching 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 in this area 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 many major cities.

We have over 48 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 adherence 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 based on deep understanding of markets and relationships established prior to Requests for Proposals.

Strategy (Continued)

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.

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 based on available information about current contractors:

- **Caltrain, San Francisco-San Jose, CA:** Train and Engine crew (T&E), Maintenance of Equipment (MoE), Maintenance of Way (MoW), Communications & Signals (C&S), and dispatching work of about $80 million.
- **MBTA, Boston, MA:** T&E, MoE, MoW, C&S, and dispatching of about $350 million.
- **MARC Camden and Brunswick Lines:** T&E, MoE, MoW, and C&S of about $24 million.

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

	MARC	Shore Line East	SoundTransit	SunRail
Agency	**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, Maintenance of Equipment	Train Operations, Maintenance of Equipment	Maintenance of Equipment	Maintenance of Equipment
System Route Miles	77	50	82	32
Number of Trains	57 weekday; 18 Saturday; 12 Sunday	36 weekday; 22 Saturday/Sunday	38 weekday	40 weekday
Annual Riders	6.2M	720,000	4.6M	831,000
Stations	13	9 (Not including Metro-North Railroad Segment)	12	16

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, but indications are that Amtrak can anticipate high margins from this niche business with solid contribution to Amtrak's bottom line.

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

Strategy (Continued)

New Opportunities

The Amtrak Services group pursues other opportunities which fit its key tenets. During the period of this Plan, 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 is the so-called "First Mile/Last Mile" challenge. The premise of this project is that by reducing uncertainty regarding travel to/from Amtrak stations, we can attract new riders to Amtrak. Potential partners could include commuter railroads, transit systems (e.g., metropolitan rail, subways and buses), taxis, Transportation Network Companies / ride-hailing services to/from specific addresses, livery (limousine) services to/from specific addresses, shuttle carriers, rental cars, car sharing services, and bike and scooter sharing services.

Multimodal trip-planners that combine public transit and intercity service, including in some cases through ticketing, already exist in many countries. Amtrak Services, through the Amtrak Procurement Department, issued a Request for Information (RFI) to the marketplace on June 14, 2019, with initial responses due on August 30, 2019. Amtrak indicated to the marketplace that we're seeking to learn from established, world-class firms in order to expand Amtrak's "Thruway" program functionality to include commuter rail, local transit, ride-hailing services and other transportation connections in order to increase the range of origins and destinations available to travelers. Amtrak sells Thruway tickets today that include connections with over 50 intercity transportation providers, offering seamless travel between Amtrak trains and buses, vans, shuttles, and ferries. The objective of a Multimodal initiative would shift from intercity transportation to focusing on the "First Mile/Last Mile" issue of passengers getting to and from Amtrak's stations. During FY 2020, Amtrak Services, Marketing, and IT will evaluate RFI responses and determine next steps to identify solution options and potential partners.

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

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 flowdown 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 clear guidelines on page 125 has enabled implementation of our restructuring strategy. However, it is still not fully known how the marketplace will react to this structure long-term.

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 still require Amtrak resources to hire and manage, and can cut into Amtrak returns.

Risk appetite

Willingness to take on reasonable business liability risks from performing additional work.

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.

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:

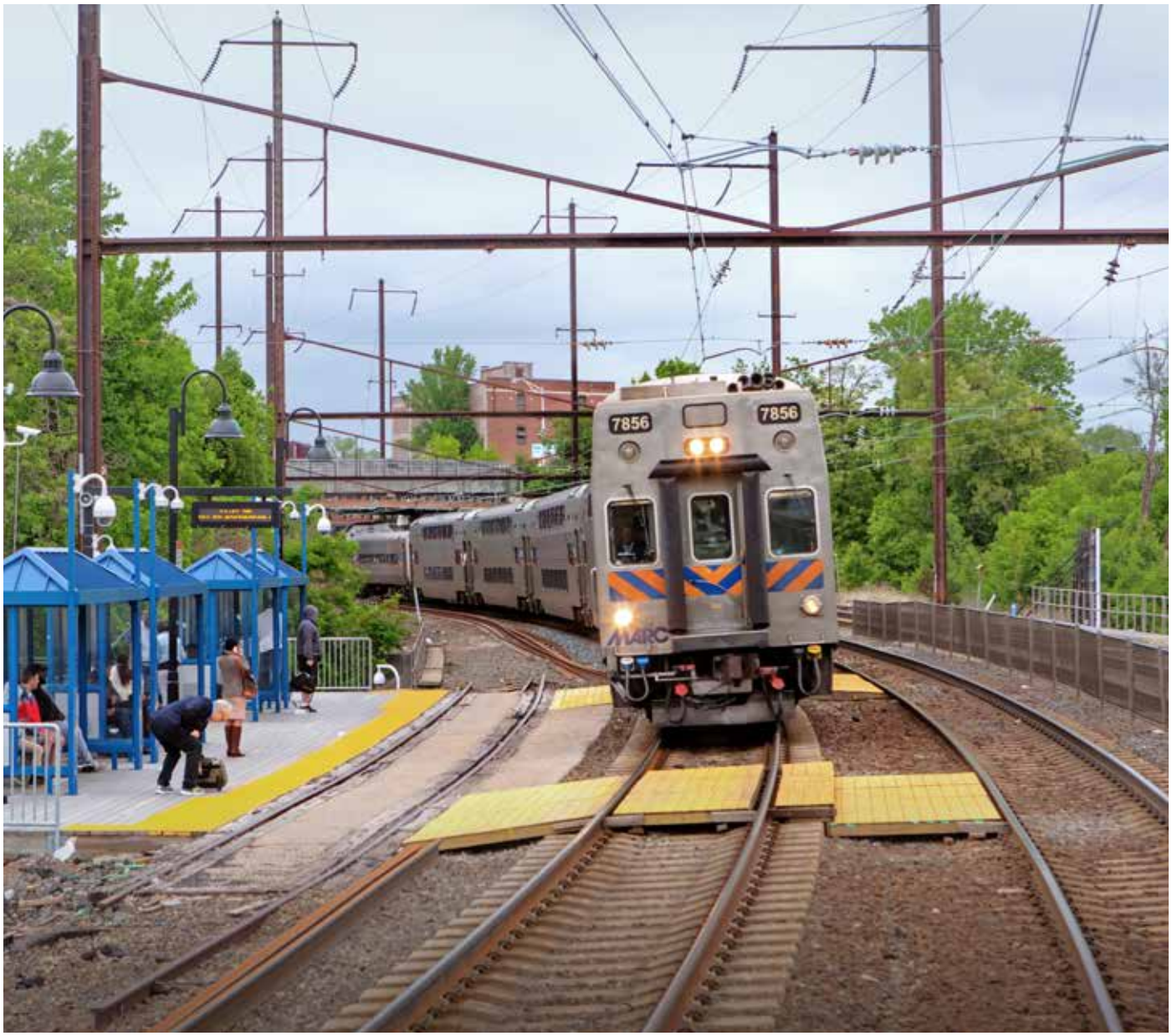
- The needs of regularly scheduled Amtrak passenger trains and customers will take first priority. Private Car services are dependent on the availability of facilities, equipment and resources. All such activities require prior Amtrak written approval.
- Private Cars must not delay Amtrak trains. While 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" which was fully revised and reissued January 1, 2019, 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.

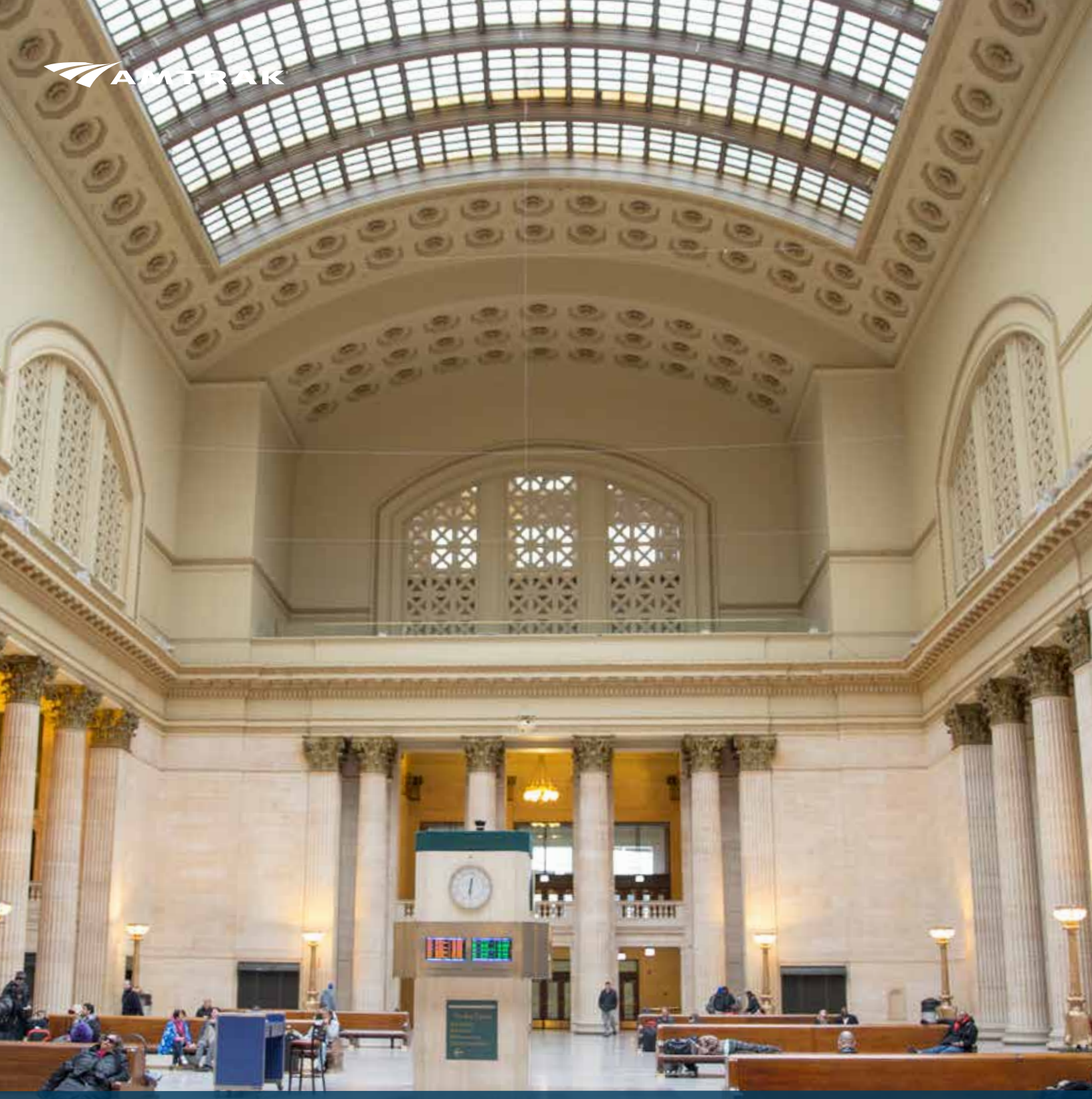
Conclusion

One of the basic tenets for Amtrak Services is to provide a positive financial contribution to Amtrak.

The FY 2020 Annual Operating Plan calls for Contract Commuter, Charter Trains, and Private Cars together to generate Contribution of $45.1 million, with the Thruway network adding additional net revenue (bus + linked train trip revenue minus bus operating costs) of $45.4 million. 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.

Below: MARC at the West Baltimore station.





Ancillary: Real Estate & Commercial Services

Ancillary Service Line: Real Estate & Commercial

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 and other property in 46 states, Canada, and the District of Columbia.

Introduction

While our assets are primarily used for railroad operations, they do produce recurring revenue or have the potential to generate even more revenue. This revenue is used for reinvestment back into critical infrastructure and operational improvements that benefit our customers through Amtrak's general fund.

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.

Chicago's Union Station

AMTRAK PORTFOLIO FACTS

517
U.S. Stations Served, of which it fully owns 29

9
Canadian Stations Served

39
Parking Facilities

76
Owned Structures

49
Platforms

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, leased, and managed) through acquisitions, dispositions, and day-to-day operations.
- Working to **maximize the real estate portfolio's performance.**
- **Proactively making real estate decisions** that are aligned with enterprise business strategy, minimizing risk and maximizing returns.
- **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 evaluate development activities.
- **Analyzing financial feasibility** of third-party 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.*

Introduction (Continued)

Amtrak Corporate Headquarters in Washington, DC.

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 asset and generate revenue. The Stations, Facilities, Properties, and Accessibility (SFPA) department performs a variety of functions with regards to Real Estate Operations and Commercial Development including:

Real Estate Operations and Asset Management

Manage 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.

Commercial Planning & Development

Generate revenue from all corporately owned real property assets as a non-core business activity.

- **Advertising.** Manage a 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 and in-station locations. Manage the on-board advertising for trains throughout the Northeast Corridor.
- **Filming.** Manages on-location station and right-of-way and on-board train filming requests on Amtrak property.
- **Parking.** Oversight of operators at Amtrak's nine parking garages and surface lots. Responsible for coordination of maintenance and capital improvements.
- **Retail.** Management of the over 190 retail facilities owned by the company made available for lease; maintains good relationships with tenants; markets available space, procure new tenants, and lease negotiations. Responds to and manages ad-hoc requests for short-term seasonal or event-driven lease space.
- **Station Development.** Provides 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.** Negotiate, draft, manage and enforce revenue generating telecommunications agreements pursuant to which third parties, primarily telecom carriers, install, operate and maintain network facilities on Amtrak's ROW and stations. Agreements are for longitudinal fiber optic cables and wireless facilities for approximately 65 base sites.
- **Utility & Right-of-Way Occupations "Pipe & Wire".** Manage a portfolio over 2,400 existing agreements and negotiate 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.

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 750 miles of rights of way including: 245 miles Washington, DC to Rochelle, NY; 10 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.

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.

Plaza fronting Baltimore Penn Station.

FY 2019 Performance

Summary

Amtrak's Real Estate and Commercial Service Line produced revenue and proceeds from disposition from Real Estate and other holdings totaling approximately $88.5 million in FY 2019. Revenue was derived from a variety of asset classes.

- **Advertising.** Throughout the Amtrak network, revenue from advertising was $12.8 million, an increase of $4 million over FY 2018.
- **Parking.** Amtrak's 10 parking garages and surface lots generated $14.2 million, and remained consistent with FY 2018 results.
- **Retail.** Amtrak robust retail portfolio generated $28.2 million in retail rental revenue, and remained consistent with FY 2018 results.
- **Utility & Right-of-Way Occupations "Pipe & Wire".** Agreements produced $8.7 million.
- **Telecommunications.** Fiber and wireless occupancy agreements produced $21.1 million in revenue.

ASL REAL ESTATE & COMMERCIAL SERVICE LINE FY 2019 PERFORMANCE HIGHLIGHTS

$12.8M
Advertising Revenue

$14.2M
Parking Revenue

$28.2M
Retail Revenue

$8.7M
Utility and Right-of-Way Occupations Revenue

$21.1M
Telecommunications Revenue

Real Estate and Commercial Strategies

Moving into FY 2020, we anticipate three percent (3%) revenue growth across all asset classes. With the inclusion of real estate disposition and miscellaneous proceeds the total will equal $91.0 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 a new retail tenant to the passenger waiting area in New York Penn Station that will generate additional revenue, bringing total revenue to $30.0 million in FY 2020.
- **Advertising.** New initiatives include digitization of existing billboards and in station advertising and the development and execution of an Advertising/Sponsorship/Branding RFP. FY 2020 revenue is estimated at $18.5 million.
- **Telecom.** Renewals of existing major dark fiber contracts are estimated at $18.9 million.
- **Utility & Right-of-Way Occupations "Pipe & Wire".** FY 2020 revenue is estimated at $9.5 million. Significant new initiatives include contractor support for expired agreement negotiation, continuing with the right-of-way audits and digitizing P&W records.
- **Real Estate Operations.** To provide greater efficiency in the processing of agreements, in FY 2020, the department will be implementing Phase II of Documentum and begin scanning all of the hard copy agreements currently housed in our offices at 30th Street Station.
- **Property Control.** In FY 2020, the department will continue to investigate methods for identifying property encroachment by adjacent property owners as well as the digitization of mapping property lines.

Strategy

Key Business Drivers

	FY 2019 ACTUAL	FY 2020 GOAL	FY 2025 GOAL
Gross Revenue (adjusted)	$88.5 million	$91.0 million	$114.2 million
CSI	83.8%	84.7%	85%

Initiatives and Measures (FY 2020–FY 2025)

	STRATEGIC LINKAGES		
INITIATIVE AND SUMMARY	**SUPPORTS STRATEGIC PILLARS**	**ASSET LINES IMPACTED**	**IMPACTS KEY BUSINESS MEASURES**
Master Development Enter into favorable master development partnerships at Amtrak's major stations to drive business performance.	• Customer Impact • Safety & Operations • Financial Stewardship	• Stations	• Revenue • Ridership • CSI
Revenue Growth Initiative Increasing revenue across platforms and asset classes by streamlining processes and creating a more attractive product for third parties.	• Financial Stewardship	• Right-of-Way	• Revenue

Passengers on the concourse of New York Penn Station.

Overview of Primary Inititives

Master Developments

BALTIMORE PENN STATION

In April 2019, Amtrak and Penn Station Partners, LLC, the selected master developer, successfully negotiated a Master Development Agreement and reached Commercial Close for the proposed redevelopment of Baltimore Penn Station. At that time, Amtrak also announced that it is contributing a total $90 million in capital funding towards the backlog of State of Good Repair projects as well as a new concourse and back of house space for its operations in Baltimore.

Amtrak anticipates that the Master Developer will reach 15% design by the end of the calendar year 2019 and 60% design by the second quarter of calendar year 2020. Once the project has reached 60% design and it has been reviewed and approved by Amtrak, a Guaranteed Maximum Price can be established and a Financial Close is scheduled. Also, the two parties will execute the Ground Lease for the Headhouse as well as the Ground Lease for the Lanvale property.

CHICAGO UNION STATION

In October 2019, Amtrak and Riverside Investment & Development, Inc. financially closed on the sale of the parking garage site at Chicago Union Station, netting Amtrak approximately $65.2M, after costs and remediation, for a parcel that was appraised at $47M. To complete the sale, Amtrak needed to transfer additional buildable square footage rights to the garage site from unused Headhouse buildable square footage. To replenish the Headhouse buildable square footage that was transferred, Amtrak took advantage of an agreement it had with the City of Chicago to purchase City owned air rights (buildable square footage) for $14.6M, with the further agreement the City would place those funds into an escrow account for Amtrak to use to improve the Station. Projects underway using these funds are: 1) creating a new West entrance from Clinton Street; 2) improvements to Clinton Street circulation; and 3) preparing Fred Harvey Restaurant space that was previously destroyed and shuttered since a fire in 1980 for a food hall operator.

Restoring this space also includes replacing historic windows on the Western façade that were cinder blocked in after the fire. Riverside Investment & Development has begun construction of a 50-story, 1.5 million square foot office tower on the prior garage site. A new solicitation for redevelopment of unused and underutilized space in the Headhouse is currently underway.

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.

Strategy (Continued)

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 SFPA group and among the Operations disciplines that support third party work along Amtrak's right-of-way and other assets. Revenue-generating opportunities are in constant competition for resources with capital and state of good repair projects.

Strategic Issues

Key strategic issues for SFPA include:

- **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.

Profit & Loss Analysis

Total Ancillary Service Line (FY 2019–FY 2024)

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2020 - FY 2025
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	141,369	103,340	107,582	111,950	116,445	121,072	701,759
Reimbursable Contracts	120,342	123,953	127,563	131,282	135,108	139,047	777,295
Access Revenue	-	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	90,419	93,631	96,344	99,138	102,013	104,972	586,516
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	1	-	-	-	-	-	1
Operating Sources Subtotal	**352,131**	**320,924**	**331,488**	**342,369**	**353,567**	**365,091**	**2,065,571**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	-	-	-	-	-	-	-
PRIIA 212 Capital Payments	-	-	-	-	-	-	-
Other State/Local Mutual Benefit	89	-	-	-	-	-	89
Financing Proceeds Applied	-	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	30,039	78	78	78	78	78	30,429
Capital Sources Subtotal	**30,128**	**78**	**78**	**78**	**78**	**78**	**30,518**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	-	-	-	-	-	-	-
Current Year FAST Sec 11101 Grants							
Operating	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-
Other Federal Grants (incl., FRA/OST, FTA, DHS)	452	452	452	452	452	452	2,711
Federal Grants to Amtrak Subtotal	**452**	**452**	**452**	**452**	**452**	**452**	**2,711**
Total Financial Sources	**382,711**	**321,454**	**332,018**	**342,899**	**354,097**	**365,621**	**2,098,799**
Financial Uses (Operating):							
Service Line Management	15,064	14,964	15,464	15,464	15,464	15,464	91,886
Transportation	76,371	48,334	50,835	53,002	55,255	57,698	341,494
Equipment	70,350	70,645	72,091	73,570	75,082	76,628	438,366
Infrastructure	93,156	90,090	91,443	92,816	94,209	95,624	557,338
Stations	2,723	2,756	2,807	2,859	2,911	2,965	17,021
National Assets and Corporate Services	36,743	40,940	41,577	42,224	42,881	43,550	247,914
Total Operating Uses	**294,407**	**267,730**	**274,216**	**279,934**	**285,803**	**291,929**	**1,694,019**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**57,724**	**53,194**	**57,272**	**62,435**	**67,764**	**73,162**	**371,551**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	30,039	78	78	78	78	78	30,429
Total Debt Service Payments	**30,039**	**78**	**78**	**78**	**78**	**78**	**30,429**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**58,265**	**53,646**	**57,724**	**62,887**	**68,216**	**73,614**	**374,351**
Financial Uses (Capital):							
Service Line Management	-	-	-	-	-	-	-
Transportation	1,012	2,530	2,513	2,502	2,672	2,690	13,919
Equipment	4,485	5,824	13,769	6,469	1,424	1,456	33,426
Infrastructure	3,116	6,105	5,155	5,785	1,943	1,891	23,995
Stations	158	186	119	119	122	126	831
National Assets and Corporate Services	5,849	5,441	5,458	5,475	5,370	5,388	32,982
Total Capital Uses	**14,620**	**20,086**	**27,015**	**20,350**	**11,531**	**11,550**	**105,152**
Remaining Carryover Balance	**$ 43,644**	**$ 33,560**	**$ 30,709**	**$ 42,537**	**$ 56,684**	**$ 62,065**	**$ 269,199**

Financial Reports

Financial Reports

Key Assumptions

The Five-Year Plan assumes a substantial number of operational changes over the five year plan horizon, most of which begin in FY 2022 and FY 2023 including the introduction of the *Acela* 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 after breakeven (on a consolidated financial statement view) is achieved in FY 2020 and continued Capital investment with focus on large strategic projects, new fleet acquisition, and continuing state of good repair.

- **Adjusted Operating Earnings.** Steady growth after breakeven is achieved in FY 2020. Revenue and expense reflect modest growth through FY 2022 and accelerated growth in FY 2023 and FY 2024 in line with *Acela* program deliverables.
- **Capital.** Total capital spend (including Railroad Rehabilitation & Improvement Financing (RRIF) loan spending) remains above $3 billion through FY 2025.
- **Grant.** Federal grant is assumed at the current appropriation 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 2021 (average of 2.9% ticket revenue, and 2.2% 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 1.0%–3.0% per year, consistent with historical trends, offsetting expense growth, and inflation.

Key Expense Drivers

Growth in expenses includes measured growth in key areas to achieve continued bottom line growth through FY 2025. Despite inflation cost savings, and effective expense management will need to continue through FY 2025.

Total capital spend, including PRIIA and Third Party, over the 5 year planning horizon is expected to be approximately $18.7 billion, averaging roughly $3.1 billion per year. 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 2020–FY 2025

($s in Millions)	Plan FY 2020	5 Year Plan FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Ticket Revenue (Adjusted)	$ 2,371.1	$ 2,439.4	$ 2,541.2	$ 2,701.9	$ 2,845.8	$ 2,948.9
Food & Beverage	145.5	149.9	154.3	158.8	163.4	168.2
State Supported Train Revenue	239.5	241.9	244.3	246.7	249.2	251.7
Subtotal Passenger Related Revenue	**2,756.1**	**2,831.1**	**2,939.8**	**3,107.4**	**3,258.4**	**3,368.7**
Ancillary Revenue	360.1	334.2	307.5	279.9	251.6	222.4
Other Core Revenue	304.5	313.7	323.1	332.8	342.7	353.0
Total Revenue	**3,420.7**	**3,479.0**	**3,570.3**	**3,720.1**	**3,852.7**	**3,944.1**
Salaries, Wages & Benefits	2,186.6	2,220.5	2,261.2	2,312.1	2,378.8	2,431.8
Train Operations	311.2	315.9	327.2	357.6	374.6	388.2
Fuel, Power & Utilities	274.8	278.9	275.5	283.5	286.8	290.1
Materials	156.0	161.2	170.4	184.1	181.1	178.1
Facility, Communication & Office	173.1	174.7	180.8	189.7	196.9	199.8
Advertising and Sales	101.1	107.8	121.3	123.4	125.3	127.1
Casualty and Other Claims	70.8	71.3	73.3	74.4	75.6	76.7
Professional Fees & Data Processing	242.6	246.2	254.0	263.4	280.4	285.1
All Other Expense	107.2	108.8	113.1	119.9	134.2	136.2
Transfer to Capital & Ancillary	(202.6)	(208.3)	(215.6)	(223.1)	(230.9)	(239.0)
Total Expense	**3,420.7**	**3,477.0**	**3,561.3**	**3,685.0**	**3,802.7**	**3,874.1**
Adjusted Operating Earnings	**$ 0.0**	**$ 2.0**	**$ 9.0**	**$ 35.0**	**$ 50.0**	**$ 70.0**

($s in Millions)	Y/Y % Growth 20- '21	21- '22	22- '23	23- '24	24- '25
Ticket Revenue (Adjusted)	2.9%	4.2%	6.3%	5.3%	3.6%
Food & Beverage	3.0%	2.9%	2.9%	2.9%	2.9%
State Supported Train Revenue	1.0%	1.0%	1.0%	1.0%	1.0%
Subtotal Passenger Related Revenue	**2.7%**	**3.8%**	**5.7%**	**4.9%**	**3.4%**
Ancillary Revenue	(7.2%)	(8.0%)	(9.0%)	(10.1%)	(11.6%)
Other Core Revenue	3.0%	3.0%	3.0%	3.0%	3.0%
Total Revenue	**1.7%**	**2.6%**	**4.2%**	**3.6%**	**2.4%**
Salaries, Wages & Benefits	1.5%	1.8%	2.2%	2.9%	2.2%
Train Operations	1.5%	3.6%	9.3%	4.7%	3.6%
Fuel, Power & Utilities	1.5%	(1.2%)	2.9%	1.2%	1.2%
Materials	3.3%	5.7%	8.0%	(1.6%)	(1.7%)
Facility, Communication & Office	0.9%	3.5%	4.9%	3.8%	1.4%
Advertising and Sales	6.6%	12.5%	1.7%	1.5%	1.5%

Consolidated Account Structure: Northeast Corridor

FY 2020–FY 2025

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	1,339,078	1,367,364	1,410,583	1,527,606	1,628,096	1,703,442	8,976,169
Charter/Special Trains	1,814	1,814	1,854	1,898	1,946	2,001	11,325
Food and Beverage	48,683	50,144	51,604	53,109	54,657	56,250	314,447
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	-	-	-	-	-	-	-
PRIIA 212 Operating Payments	199,034	205,005	210,976	217,126	223,455	229,969	1,285,564
Commuter Operations	79,934	82,332	84,730	87,200	89,741	92,357	516,293
Reimbursable Contracts	102,937	113,784	117,098	120,511	124,024	127,640	705,994
Access Revenue	24,723	27,965	28,707	29,471	30,257	31,066	172,189
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	75,047	77,799	80,050	82,369	84,756	87,212	487,234
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	21,104	21,741	22,974	24,242	25,566	26,945	142,572
Operating Sources Subtotal	**1,892,354**	**1,947,946**	**2,008,575**	**2,143,531**	**2,262,498**	**2,356,882**	**12,611,787**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	-	-	-	-	-	-	-
PRIIA 212 Capital Payments	182,480	155,540	158,651	161,824	165,060	168,362	991,917
Other State/Local Mutual Benefit	28,486	87,332	53,021	146,685	262,672	216,358	794,554
Financing Proceeds Applied	394,002	676,376	467,355	246,678	4,510	-	1,788,922
Other Capital and Special Grants (incl., state/local sources)	29,961	43,859	12,407	71,961	56,481	332,903	547,572
Capital Sources Subtotal	**634,929**	**963,107**	**691,433**	**627,148**	**488,723**	**717,623**	**4,122,964**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	148,816	426,283	430,661	356,309	223,819	1,097	1,586,984
Current Year FAST Sec 11101 Grants							
Operating	-	-	-	-	-	-	-
Capital	536,432	705,430	719,639	734,131	748,914	763,992	4,208,539
Other Federal Grants (incl., FRA/OST, FTA, DHS)	56,514	4,593	4,593	4,593	4,593	4,593	79,480
Federal Grants to Amtrak Subtotal	**741,762**	**1,136,306**	**1,154,892**	**1,095,033**	**977,326**	**769,682**	**5,875,002**
Total Financial Sources	**3,269,046**	**4,047,359**	**3,854,901**	**3,865,712**	**3,728,547**	**3,844,188**	**22,609,753**
Financial Uses (Operating):							
Service Line Management	17,177	17,067	17,567	17,567	17,567	17,567	104,513
Transportation	340,003	354,278	370,185	398,894	416,411	429,698	2,309,469
Equipment	269,803	282,432	290,676	313,596	335,357	356,119	1,847,983
Infrastructure	258,031	265,320	271,779	281,771	286,119	290,548	1,653,569
Stations	72,368	73,052	74,831	76,657	78,782	80,955	456,644
National Assets and Corporate Services	378,103	402,277	426,797	463,028	506,838	518,980	2,696,024
Total Operating Uses	**1,335,485**	**1,394,426**	**1,451,835**	**1,551,514**	**1,641,074**	**1,693,868**	**9,068,202**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**556,869**	**553,520**	**556,740**	**592,018**	**621,424**	**663,015**	**3,543,585**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	172,250	160,531	188,661	265,734	184,908	184,320	1,156,404
Total Debt Service Payments	**172,250**	**160,531**	**188,661**	**265,734**	**184,908**	**184,320**	**1,156,404**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**1,761,310**	**2,492,402**	**2,214,405**	**2,048,465**	**1,902,564**	**1,966,000**	**12,385,147**
Financial Uses (Capital):							
Service Line Management	161	5,164	-	-	-	-	5,325
Transportation	47,882	36,164	29,030	25,576	26,906	27,263	192,821
Equipment	468,014	788,497	862,585	619,292	432,171	530,171	3,700,731
Infrastructure	735,106	1,340,048	1,022,182	1,149,065	1,189,640	1,142,998	6,579,037
Stations	185,696	264,321	235,935	189,716	189,695	214,267	1,279,629
National Assets and Corporate Services	54,934	58,208	64,673	64,817	64,153	51,301	358,086
Total Capital Uses	**1,491,793**	**2,492,402**	**2,214,405**	**2,048,465**	**1,902,564**	**1,966,000**	**12,115,630**
Remaining Carryover Balance	**$ 269,517**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 269,517**

Consolidated Account Structure: National Network

FY 2020–FY 2025

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	1,027,386	1,067,382	1,125,950	1,169,567	1,212,952	1,240,634	6,843,872
Charter/Special Trains	2,803	2,804	2,804	2,804	2,804	2,804	16,823
Food and Beverage	96,853	99,758	102,664	105,657	108,736	111,906	625,574
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	239,488	241,883	244,302	246,745	249,213	251,705	1,473,336
PRIIA 212 Operating Payments	2,951	3,040	3,128	3,219	3,313	3,410	19,061
Commuter Operations	61,436	21,009	22,852	24,750	26,704	28,715	185,466
Reimbursable Contracts	46,510	40,147	41,316	42,521	43,760	45,036	259,290
Access Revenue	13,976	16,895	17,314	17,746	18,190	18,648	102,768
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	15,371	15,832	16,293	16,768	17,257	17,760	99,283
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	21,618	22,263	22,911	23,579	24,266	24,974	139,612
Operating Sources Subtotal	**1,528,392**	**1,531,013**	**1,599,536**	**1,653,357**	**1,707,196**	**1,745,591**	**9,765,085**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	64,500	65,790	67,106	68,448	69,817	71,213	406,874
PRIIA 212 Capital Payments	16,075	46,986	47,926	48,884	49,862	50,859	260,592
Other State/Local Mutual Benefit	77,014	28,863	28,231	29,643	30,476	31,880	226,106
Financing Proceeds Applied	-	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	34,125	49,314	1,897	747	37,312	162,755	286,150
Capital Sources Subtotal	**191,714**	**190,953**	**145,159**	**147,723**	**187,467**	**316,707**	**1,179,722**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	238,987	260,533	226,340	131,416	103,476	-	960,752
Current Year FAST Sec 11101 Grants							
Operating	556,869	551,520	547,740	557,018	571,424	593,015	3,377,586
Capital	405,233	760,850	791,018	808,655	821,702	828,114	4,415,571
Other Federal Grants (incl., FRA/OST, FTA, DHS)	53,486	5,407	5,407	5,407	5,407	5,407	80,520
Federal Grants to Amtrak Subtotal	**1,254,575**	**1,578,310**	**1,570,504**	**1,502,495**	**1,502,009**	**1,426,536**	**8,834,429**
Total Financial Sources	**2,974,681**	**3,300,276**	**3,315,199**	**3,303,575**	**3,396,672**	**3,488,833**	**19,779,237**
Financial Uses (Operating):							
Service Line Management	10,519	10,302	10,302	10,302	10,302	10,302	62,031
Transportation	963,514	960,138	995,923	1,027,196	1,058,918	1,094,738	6,100,426
Equipment	423,799	427,546	445,825	471,460	502,043	518,656	2,789,329
Infrastructure	94,086	96,242	97,187	97,654	99,142	100,653	584,964
Stations	175,387	180,271	184,945	189,748	194,434	199,256	1,124,042
National Assets and Corporate Services	417,956	408,034	413,093	414,015	413,781	415,001	2,481,879
Total Operating Uses	**2,085,261**	**2,082,533**	**2,147,276**	**2,210,375**	**2,278,620**	**2,338,606**	**13,142,671**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**(556,869)**	**(551,520)**	**(547,740)**	**(557,018)**	**(571,424)**	**(593,015)**	**(3,377,586)**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	34,125	49,314	1,897	747	597	578	87,257
Total Debt Service Payments	**34,125**	**49,314**	**1,897**	**747**	**597**	**578**	**87,257**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**855,295**	**1,168,429**	**1,166,027**	**1,092,453**	**1,117,455**	**1,149,650**	**6,549,308**
Financial Uses (Capital):							
Service Line Management	22,341	7,939	-	-	-	-	30,280
Transportation	42,866	28,614	32,298	30,726	28,258	28,480	191,242
Equipment	425,750	536,369	609,746	549,005	556,281	566,173	3,243,324
Infrastructure	193,890	370,173	323,019	337,806	334,108	360,438	1,919,435
Stations	104,932	168,292	142,848	116,621	141,537	138,969	813,200
National Assets and Corporate Services	65,515	57,042	58,116	58,295	57,270	55,590	351,828
Total Capital Uses	**855,295**	**1,168,429**	**1,166,027**	**1,092,453**	**1,117,455**	**1,149,650**	**6,549,309**
Remaining Carryover Balance	**$ -**	**$ (0)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (0)**

Consolidated Account Structure: Total Amtrak

FY 2020–FY 2025

($s in Thousands)	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Financial Sources:							
Passenger Related Revenue							
Ticket Revenue (Adjusted)	2,366.5	2,434.7	2,536.5	2,697.2	2,841.0	2,944.1	15,820.0
Charter/Special Trains	4.6	4.6	4.7	4.7	4.7	4.8	28.1
Food and Beverage	145.5	149.9	154.3	158.8	163.4	168.2	940.0
Contractual Contribution (Operating)							
PRIIA 209 Operating Payments	239.5	241.9	244.3	246.7	249.2	251.7	1,473.3
PRIIA 212 Operating Payments	202.0	208.0	214.1	220.3	226.8	233.4	1,304.6
Commuter Operations	141.4	103.3	107.6	111.9	116.4	121.1	701.8
Reimbursable Contracts	149.4	153.9	158.4	163.0	167.8	172.7	965.3
Access Revenue	38.7	44.9	46.0	47.2	48.4	49.7	275.0
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	90.4	93.6	96.3	99.1	102.0	105.0	586.5
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, etc.)	42.7	44.0	45.9	47.8	49.8	51.9	282.2
Operating Sources Subtotal	**3,420.7**	**3,479.0**	**3,608.1**	**3,796.9**	**3,969.7**	**4,102.5**	**22,376.9**
Contractual Contribution (Capital)							
PRIIA 209 Capital Payments	64.5	65.8	67.1	68.4	69.8	71.2	406.9
PRIIA 212 Capital Payments	198.6	202.5	206.6	210.7	214.9	219.2	1,252.5
Other State/Local Mutual Benefit	105.5	116.2	81.3	176.3	293.1	248.2	1,020.7
Financing Proceeds Applied	394.0	676.4	467.4	246.7	4.5	-	1,788.9
Other Capital and Special Grants (incl., state/local sources)	64.1	93.2	14.3	72.7	93.8	495.7	833.7
Capital Sources Subtotal	**826.6**	**1,154.1**	**836.6**	**774.9**	**676.2**	**1,034.3**	**5,302.7**
Federal Grants to Amtrak							
Prior Year Carryover Capital Grant Funds	387.8	686.8	657.0	487.7	327.3	1.1	2,547.7
Current Year FAST Sec 11101 Grants							
Operating	556.9	551.5	547.7	557.0	571.4	593.0	3,377.6
Capital	941.7	1,466.3	1,510.7	1,542.8	1,570.6	1,592.1	8,624.1
Other Federal Grants (incl., FRA/OST, FTA, DHS)	110.0	10.0	10.0	10.0	10.0	10.0	160.0
Federal Grants to Amtrak Subtotal	**1,996.3**	**2,714.6**	**2,725.4**	**2,597.5**	**2,479.3**	**2,196.2**	**14,709.4**
Total Financial Sources	**6,243.7**	**7,347.6**	**7,170.1**	**7,169.3**	**7,125.2**	**7,333.0**	**42,389.0**
Financial Uses (Operating):							
Service Line Management	27.7	27.4	27.9	27.9	27.9	27.9	166.5
Transportation	1,303.5	1,314.4	1,366.1	1,426.1	1,475.3	1,524.4	8,409.9
Equipment	693.6	710.0	736.5	785.1	837.4	874.8	4,637.3
Infrastructure	352.1	361.6	369.0	379.4	385.3	391.2	2,238.5
Stations	247.8	253.3	259.8	266.4	273.2	280.2	1,580.7
National Assets and Corporate Services	796.1	810.3	839.9	877.0	920.6	934.0	5,177.9
Total Operating Uses	**3,420.7**	**3,477.0**	**3,599.1**	**3,761.9**	**3,919.7**	**4,032.5**	**22,210.9**
Operating Surplus/Deficit *(Operating Sources - Operating Uses)*	**0.0**	**2.0**	**9.0**	**35.0**	**50.0**	**70.0**	**166.0**
Financial Uses (Debt Service Payments):							
Debt Service (Legacy & RRIF)	206.4	209.8	190.6	266.5	185.5	184.9	1,243.7
Total Debt Service Payments	**206.4**	**209.8**	**190.6**	**266.5**	**185.5**	**184.9**	**1,243.7**
Available for Capital Uses *(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)*	**2,616.6**	**3,660.8**	**3,380.4**	**3,140.9**	**3,020.0**	**3,115.7**	**18,934.5**
Financial Uses (Capital):							
Service Line Management	22.5	13.1	-	-	-	-	35.6
Transportation	90.7	64.8	61.3	56.3	55.2	55.7	384.1
Equipment	893.8	1,324.9	1,472.3	1,168.3	988.5	1,096.3	6,944.1
Infrastructure	929.0	1,710.2	1,345.2	1,486.9	1,523.7	1,503.4	8,498.5
Stations	290.6	432.6	378.8	306.3	331.2	353.2	2,092.8
National Assets and Corporate Services	120.4	115.2	122.8	123.1	121.4	106.9	709.9
Total Capital Uses	**2,347.1**	**3,660.8**	**3,380.4**	**3,140.9**	**3,020.0**	**3,115.7**	**18,664.9**
Remaining Carryover Balance	**269.5**	**(0.0)**	**-**	**-**	**-**	**-**	**269.5**

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	3,525.1	$ 679.5	$ 364.4	$ 315.2	$ 89.4
Regional	8,872.4	726.3	485.3	241.0	27.2
NEC Special Trains & Adjustments	8.2	15.1	2.8	12.3	1,497.4
NEC	**12,405.8**	**$ 1,420.8**	**$ 852.4**	**$ 568.4**	**$ 45.8**
State Supported:					
Ethan Allen Express	50.0	$ 6.0	$ 5.3	$ 0.6	$ 12.9
Vermonter	97.4	11.9	11.1	0.8	8.2
Maple Leaf	384.6	33.2	29.8	3.3	8.6
The Downeaster	574.6	16.2	16.7	(0.5)	(0.8)
New Haven - Springfield	474.1	22.9	23.9	(1.0)	(2.2)
Keystone Service	1,565.3	53.3	57.9	(4.6)	(2.9)
Empire Service	1,203.7	48.8	68.8	(20.1)	(16.7)
Chicago-St.Louis	621.5	33.6	33.9	(0.2)	(0.4)
Hiawathas	901.7	22.7	29.3	(6.6)	(7.4)
Wolverines	497.0	31.7	30.3	1.5	3.0
Illini	262.6	17.8	22.5	(4.7)	(17.9)
Illinois Zephyr	191.5	15.2	17.3	(2.1)	(10.8)
Heartland Flyer	68.8	6.6	6.8	(0.2)	(3.3)
Pacific Surfliner	3,065.0	123.5	152.6	(29.2)	(9.5)
Cascades	869.6	68.5	68.6	(0.0)	(0.0)
Capitols	1,822.2	67.0	77.1	(10.1)	(5.5)
San Joaquins	1,081.5	93.2	97.8	(4.6)	(4.3)
Adirondack	116.6	14.8	12.9	1.9	16.2
Blue Water	179.2	11.9	10.1	1.8	10.2
Washington-Lynchburg	217.5	15.4	9.4	6.1	28.0
Washington - Newport News	308.6	22.1	19.5	2.6	8.4
Washington - Norfolk	287.6	21.3	14.7	6.6	23.0
Washington - Richmond	104.4	7.8	6.9	0.8	7.9
Hoosier State	0.0	0.0	(0.1)	0.2	-
Kansas City-St.Louis	167.3	14.8	13.6	1.2	7.5
Pennsylvanian	217.0	14.3	17.0	(2.7)	(12.3)
Pere Marquette	96.3	6.2	7.4	(1.2)	(12.6)
Carolinian	261.3	23.4	18.8	4.6	17.5
Piedmont	221.5	8.1	9.9	(1.8)	(8.2)
Non-NEC Special Trains & Adjustments	27.2	6.6	5.0	1.6	58.8
Gulf Coast	0.0	-	-	-	-
Twin Cities	0.0	-	-	-	-
Moline	0.0	-	-	-	-
Rockford	0.0	-	-	-	-
State Supported	**15,935.5**	**$ 838.8**	**$ 894.8**	**$ (55.9)**	**$ (3.5)**
Long Distance:					
Silver Star	393.1	$ 37.2	$ 77.0	$ (39.7)	$ (101.0)
Cardinal	107.3	8.4	26.2	(17.9)	(166.6)
Silver Meteor	352.9	42.6	73.5	(30.8)	(87.3)
Empire Builder	427.9	59.1	115.6	(56.4)	(131.8)
Capitol Limited	206.9	19.9	37.6	(17.6)	(85.3)
California Zephyr	412.0	57.2	108.7	(51.5)	(125.0)
Southwest Chief	329.5	46.4	93.0	(46.6)	(141.5)
City of New Orleans	240.6	20.6	38.0	(17.4)	(72.2)
Texas Eagle	318.4	25.5	57.7	(32.3)	(101.4)
Sunset Limited	92.9	12.3	43.7	(31.4)	(338.6)
Coast Starlight	411.9	47.6	84.3	(36.7)	(89.0)
Lake Shore Limited	348.3	30.3	66.1	(35.8)	(102.8)
Palmetto	341.5	28.7	32.7	(4.0)	(11.7)
Crescent	294.3	34.8	74.5	(39.7)	(134.9)
Auto Train	241.4	82.2	86.7	(4.4)	(18.3)
Long Distance Adjustments	0.0	3.8	(1.3)	5.1	-
Long Distance	**4,518.7**	**$ 556.8**	**$ 1,013.9**	**$ (457.1)**	**$ (101.2)**
NTS	**32,860.1**	**$ 2,816.4**	**$ 2,761.0**	**$ 55.4**	**$ 1.7**
Ancillary		352.1	294.4	57.7	
Infrastructure		252.1	365.2	(113.1)	
Amtrak	**32,860.1**	**$ 3,420.6**	**$ 3,420.6**	**$ 0.0**	

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	3,533.6	$ 713.5	$ 398.5	$ 315.0	$ 89.1
Regional	8,964.6	745.7	502.1	243.7	27.2
NEC Special Trains & Adjustments	0.0	-	-	-	-
NEC	**12,498.1**	**$ 1,459.3**	**$ 900.6**	**$ 558.7**	**$ 44.7**
State Supported:					
Ethan Allen Express	68.8	$ 7.2	$ 6.4	$ 0.8	$ 11.9
Vermonter	98.9	10.5	9.8	0.8	7.7
Maple Leaf	388.5	37.8	33.8	4.0	10.3
The Downeaster	584.2	16.1	16.4	(0.4)	(0.6)
New Haven - Springfield	479.6	16.7	17.3	(0.6)	(1.3)
Keystone Service	1,596.1	75.4	81.4	(6.0)	(3.7)
Empire Service	1,237.5	86.6	121.5	(34.9)	(28.2)
Chicago-St.Louis	629.2	25.7	25.7	(0.0)	(0.0)
Hiawathas	912.9	31.8	40.9	(9.1)	(9.9)
Wolverines	501.6	35.5	33.6	1.9	3.7
Illini	264.7	10.6	13.4	(2.7)	(10.3)
Illinois Zephyr	191.8	7.3	8.2	(0.9)	(4.9)
Heartland Flyer	69.3	2.8	2.9	(0.1)	(1.2)
Pacific Surfliner	3,223.3	135.0	165.8	(30.8)	(9.6)
Cascades	1,032.0	63.3	63.0	0.4	0.4
Capitols	1,857.7	55.5	63.4	(7.9)	(4.3)
San Joaquins	1,101.6	52.0	54.3	(2.2)	(2.0)
Adirondack	118.8	11.0	9.6	1.5	12.4
Blue Water	180.9	9.9	8.3	1.6	8.7
Washington - Lynchburg	222.4	23.2	14.0	9.3	41.6
Washington - Newport News	315.1	30.6	26.9	3.7	11.9
Washington - Norfolk	388.4	37.8	25.9	11.9	30.7
Kansas City-St.Louis	170.5	8.9	8.1	0.8	4.7
Pennsylvanian	220.4	18.2	21.4	(3.3)	(14.7)
Pere Marquette	97.4	5.2	6.1	(1.0)	(9.9)
Carolinian	267.0	27.6	22.0	5.5	20.7
Piedmont	229.8	8.3	10.1	(1.8)	(7.8)
Non-NEC Special Trains & Adjustments	27.2	10.2	7.7	2.5	92.8
Gulf Coast	66.8	8.9	9.7	(0.8)	(12.0)
Twin Cities	0.0	-	-	-	-
Moline	0.0	-	-	-	-
Rockford	0.0	-	-	-	-
State Supported	**16,542.3**	**$ 871.4**	**$ 927.4**	**$ (56.0)**	**$ (3.4)**
Long Distance:					
Silver Star	396.1	$ 37.5	$ 76.4	$ (38.9)	$ (98.2)
Cardinal	107.1	8.3	26.0	(17.7)	(165.5)
Silver Meteor	355.5	44.0	72.9	(28.9)	(81.3)
Empire Builder	430.9	59.5	114.7	(55.2)	(128.1)
Capitol Limited	208.5	19.9	37.3	(17.4)	(83.4)
California Zephyr	414.2	57.0	107.9	(50.9)	(122.9)
Southwest Chief	332.1	46.7	92.3	(45.6)	(137.3)
City of New Orleans	242.1	21.3	37.7	(16.4)	(67.9)
Texas Eagle	320.8	25.5	57.3	(31.8)	(99.2)
Sunset Limited	93.7	12.1	43.4	(31.3)	(334.2)
Coast Starlight	406.0	46.9	83.7	(36.7)	(90.4)
Lake Shore Limited	350.8	31.4	65.7	(34.2)	(97.6)
Palmetto	344.8	29.7	32.5	(2.8)	(8.0)
Crescent	296.4	35.6	73.9	(38.3)	(129.2)
Auto Train	242.9	87.2	86.0	1.2	4.8
Long Distance Adjustments	0.0	-	-	-	-
Long Distance	**4,541.9**	**$ 562.8**	**$ 1,007.7**	**$ (445.0)**	**$ (98.0)**
NTS	**33,582.4**	**$ 2,893.4**	**$ 2,835.7**	**$ 57.7**	**$ 1.7**
Ancillary		320.9	267.7	53.2	
Infrastructure		264.7	373.5	(108.9)	
Amtrak	**33,582.4**	**$ 3,479.0**	**$ 3,477.0**	**$ 2.0**	

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	3,770.9	$ 751.4	$ 421.5	$ 330.0	$ 87.5
Regional	9,060.5	754.3	525.3	229.0	25.3
NEC Special Trains & Adjustments	0.0	-	-	-	-
NEC	**12,831.4**	**$ 1,505.7**	**$ 946.7**	**$ 559.0**	**$ 43.6**
State Supported:					
Ethan Allen Express	70.0	$ 7.3	$ 6.5	$ 0.8	$ 11.5
Vermonter	139.0	17.9	16.6	1.3	9.0
Maple Leaf	401.1	38.5	34.5	4.0	9.9
The Downeaster	594.1	16.2	16.6	(0.4)	(0.7)
New Haven - Springfield	485.6	16.7	17.4	(0.7)	(1.4)
Keystone Service	1,626.0	76.0	82.2	(6.2)	(3.8)
Empire Service	1,257.0	87.0	122.4	(35.4)	(28.2)
Chicago-St.Louis	848.9	38.8	39.0	(0.1)	(0.1)
Hiawathas	923.9	31.8	41.0	(9.2)	(9.9)
Wolverines	506.6	35.5	33.7	1.8	3.5
Illini	266.6	10.6	13.4	(2.8)	(10.3)
Illinois Zephyr	192.1	7.2	8.2	(1.0)	(5.0)
Heartland Flyer	70.0	2.8	2.9	(0.1)	(1.3)
Pacific Surfliner	3,312.2	137.2	169.0	(31.8)	(9.6)
Cascades	1,042.8	63.3	63.1	0.2	0.2
Capitols	2,215.8	67.3	77.2	(9.8)	(4.4)
San Joaquins	1,124.6	52.6	55.0	(2.4)	(2.1)
Adirondack	124.0	11.3	9.8	1.5	11.9
Blue Water	182.8	9.9	8.3	1.5	8.4
Washington - Lynchburg	335.3	35.9	21.6	14.2	42.4
Washington - Newport News	321.4	30.9	27.2	3.7	11.5
Washington - Norfolk	396.4	38.2	26.2	12.0	30.2
Kansas City-St.Louis	220.4	10.9	9.9	0.9	4.3
Pennsylvanian	224.0	18.3	21.6	(3.3)	(14.9)
Pere Marquette	98.5	5.2	6.1	(1.0)	(10.0)
Carolinian	273.2	27.9	22.4	5.5	20.3
Piedmont	238.9	8.5	10.4	(1.9)	(7.8)
Non-NEC Special Trains & Adjustments	27.2	10.1	7.6	2.5	91.3
Gulf Coast	67.3	9.0	9.9	(0.9)	(13.4)
Twin Cities	0.0	-	-	-	-
Moline	0.0	-	-	-	-
Rockford	0.0	-	-	-	-
State Supported	**17,585.6**	**$ 924.3**	**$ 979.7**	**$ (55.3)**	**$ (3.1)**
Long Distance:					
Silver Star	399.9	$ 38.3	$ 77.1	$ (38.9)	$ (97.2)
Cardinal	108.1	8.5	26.3	(17.8)	(164.7)
Silver Meteor	358.9	44.9	73.6	(28.7)	(80.0)
Empire Builder	434.9	60.7	115.8	(55.1)	(126.8)
Capitol Limited	210.5	20.3	37.7	(17.3)	(82.4)
California Zephyr	418.0	58.2	109.0	(50.8)	(121.5)
Southwest Chief	335.4	47.7	93.2	(45.6)	(135.9)
City of New Orleans	244.1	21.7	38.1	(16.4)	(67.2)
Texas Eagle	323.9	26.0	57.9	(31.9)	(98.3)
Sunset Limited	94.6	12.3	43.8	(31.5)	(333.1)
Coast Starlight	410.0	47.9	84.5	(36.6)	(89.2)
Lake Shore Limited	354.1	32.1	66.3	(34.2)	(96.7)
Palmetto	348.9	30.4	32.8	(2.4)	(6.9)
Crescent	299.1	36.4	74.7	(38.3)	(128.1)
Auto Train	245.2	89.0	86.9	2.1	8.5
Long Distance Adjustments	0.0	-	-	-	-
Long Distance	**4,585.7**	**$ 574.3**	**$ 1,017.7**	**$ (443.4)**	**$ (96.7)**
NTS	**35,002.8**	**$ 3,004.4**	**$ 2,944.2**	**$ 60.2**	**$ 1.7**
Ancillary		331.5	274.2	57.3	
Infrastructure		272.2	380.7	(108.5)	
Amtrak	**35,002.8**	**$ 3,608.1**	**$ 3,599.1**	**$ 9.0**	

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	4,339.0	$ 867.8	$ 492.2	$ 375.7	$ 86.6
Regional	9,059.6	758.3	544.6	213.7	23.6
NEC Special Trains & Adjustments	0.0	-	-	-	-
NEC	**13,398.6**	**$ 1,626.1**	**$ 1,036.8**	**$ 589.3**	**$ 44.0**
State Supported:					
Ethan Allen Express	71.3	$ 7.3	$ 6.5	$ 0.8	$ 11.5
Vermonter	141.1	17.9	16.7	1.3	9.0
Maple Leaf	405.4	38.4	34.4	4.0	9.8
The Downeaster	603.7	16.2	16.6	(0.4)	(0.7)
New Haven - Springfield	491.5	16.7	17.3	(0.7)	(1.4)
Keystone Service	1,749.5	79.7	86.2	(6.5)	(3.7)
Empire Service	1,275.8	87.2	122.5	(35.3)	(27.7)
Chicago-St.Louis	858.6	38.8	38.9	(0.1)	(0.1)
Hiawathas	1,230.9	41.8	53.8	(12.0)	(9.7)
Wolverines	592.5	41.0	38.9	2.1	3.5
Illini	268.0	10.5	13.2	(2.7)	(10.2)
Illinois Zephyr	191.9	7.1	8.1	(0.9)	(4.9)
Heartland Flyer	70.8	2.8	2.9	(0.1)	(1.2)
Pacific Surfliner	3,399.4	138.9	171.0	(32.1)	(9.4)
Cascades	1,053.6	63.1	62.9	0.2	0.2
Capitols	2,261.9	67.8	77.7	(9.8)	(4.4)
San Joaquins	1,148.0	52.9	55.3	(2.4)	(2.1)
Adirondack	126.4	11.3	9.8	1.5	11.8
Blue Water	173.5	9.2	7.8	1.5	8.4
Washington - Lynchburg	342.3	36.1	21.8	14.4	41.9
Washington - Newport News	327.6	31.1	27.3	3.7	11.4
Washington - Norfolk	404.2	38.4	26.3	12.1	29.9
Kansas City-St.Louis	224.4	10.9	10.0	1.0	4.3
Pennsylvanian	227.5	18.3	21.6	(3.3)	(14.6)
Pere Marquette	109.2	5.4	6.5	(1.0)	(9.4)
Carolinian	279.5	28.2	22.6	5.6	20.1
Piedmont	248.5	8.8	10.7	(1.9)	(7.7)
Non-NEC Special Trains & Adjustments	27.2	10.0	7.5	2.5	90.6
Gulf Coast	67.8	9.2	10.1	(0.9)	(13.3)
Twin Cities	71.1	10.5	11.5	(1.0)	(14.1)
Moline	0.0	-	-	-	-
Rockford	0.0	-	-	-	-
State Supported	**18,442.7**	**$ 962.3**	**$ 1,016.3**	**$ (54.0)**	**$ (2.9)**
Long Distance:					
Silver Star	403.8	$ 39.1	$ 79.0	$ (39.9)	$ (98.8)
Cardinal	109.2	8.7	26.9	(18.3)	(167.2)
Silver Meteor	362.4	45.9	75.4	(29.5)	(81.4)
Empire Builder	438.9	61.9	118.6	(56.6)	(129.1)
Capitol Limited	212.6	20.8	38.6	(17.8)	(83.8)
California Zephyr	421.9	59.3	111.6	(52.2)	(123.7)
Southwest Chief	338.6	48.6	95.4	(46.8)	(138.2)
City of New Orleans	245.8	22.1	39.0	(16.9)	(68.8)
Texas Eagle	327.1	26.6	59.3	(32.7)	(99.9)
Sunset Limited	95.5	12.6	44.9	(32.3)	(338.3)
Coast Starlight	414.0	48.9	86.5	(37.6)	(90.8)
Lake Shore Limited	357.4	32.7	67.9	(35.2)	(98.4)
Palmetto	353.1	31.1	33.6	(2.5)	(7.1)
Crescent	301.9	37.1	76.4	(39.3)	(130.3)
Auto Train	247.5	90.8	88.9	1.8	7.4
Long Distance Adjustments	0.0	-	-	-	-
Long Distance	**4,629.7**	**$ 586.1**	**$ 1,041.9**	**$ (455.8)**	**$ (98.4)**
NTS	**36,471.0**	**$ 3,174.5**	**$ 3,094.9**	**$ 79.6**	**$ 2.2**
Ancillary		342.4	279.9	62.4	
Infrastructure		280.0	387.0	(107.0)	
Amtrak	**36,471.0**	**$ 3,796.9**	**$ 3,761.9**	**$ 35.0**	

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	4,754.2	$ 956.9	$ 535.7	$ 421.3	$ 88.6
Regional	9,177.9	773.2	580.7	192.4	21.0
NEC Special Trains & Adjustments	0.0	-	-	-	-
NEC	**13,932.2**	**$ 1,730.1**	**$ 1,116.4**	**$ 613.7**	**$ 44.0**
State Supported:					
Ethan Allen Express	72.6	$ 7.3	$ 6.5	$ 0.8	$ 11.4
Vermonter	143.5	18.0	16.8	1.3	8.9
Maple Leaf	410.3	38.4	34.4	4.0	9.8
The Downeaster	614.6	16.3	16.7	(0.4)	(0.7)
New Haven - Springfield	498.3	16.7	17.4	(0.7)	(1.4)
Keystone Service	1,785.4	80.4	86.9	(6.5)	(3.6)
Empire Service	1,298.1	87.7	123.2	(35.5)	(27.4)
Chicago-St.Louis	869.8	38.8	38.9	(0.1)	(0.1)
Hiawathas	1,247.1	41.8	53.8	(12.0)	(9.6)
Wolverines	598.9	40.9	38.8	2.1	3.5
Illini	270.1	10.5	13.2	(2.7)	(10.0)
Illinois Zephyr	192.2	7.1	8.0	(0.9)	(4.8)
Heartland Flyer	71.6	2.8	2.9	(0.1)	(1.2)
Pacific Surfliner	3,494.4	141.2	173.7	(32.5)	(9.3)
Cascades	1,066.4	63.2	62.9	0.3	0.2
Capitols	2,316.4	68.7	78.6	(9.9)	(4.3)
San Joaquins	1,174.7	53.6	56.0	(2.4)	(2.0)
Adirondack	129.1	11.5	9.9	1.5	11.7
Blue Water	175.4	9.2	7.8	1.5	8.3
Washington - Lynchburg	350.0	36.5	22.0	14.5	41.5
Washington - Newport News	334.4	31.4	27.6	3.8	11.3
Washington - Norfolk	412.7	38.8	26.6	12.2	29.5
Kansas City-St.Louis	228.8	11.0	10.0	1.0	4.3
Pennsylvanian	373.3	29.6	34.9	(5.4)	(14.3)
Pere Marquette	110.4	5.4	6.5	(1.0)	(9.3)
Carolinian	280.9	28.4	22.7	5.7	20.1
Piedmont	320.2	10.9	13.3	(2.4)	(7.4)
Non-NEC Special Trains & Adjustments	27.2	9.9	7.5	2.4	90.0
Gulf Coast	68.4	9.4	10.3	(0.9)	(13.2)
Twin Cities	72.1	10.7	11.7	(1.0)	(13.9)
Moline	165.6	10.6	11.6	(1.0)	(6.0)
Rockford	0.0	-	-	-	-
State Supported	**19,172.8**	**$ 998.8**	**$ 1,051.2**	**$ (52.4)**	**$ (2.7)**
Long Distance:					
Silver Star	408.6	$ 40.0	$ 81.3	$ (41.3)	$ (101.2)
Cardinal	110.5	8.9	27.7	(18.9)	(170.7)
Silver Meteor	366.8	46.9	77.6	(30.7)	(83.7)
Empire Builder	444.1	63.3	122.1	(58.8)	(132.4)
Capitol Limited	214.9	21.2	39.7	(18.5)	(86.1)
California Zephyr	427.0	60.7	114.9	(54.2)	(126.9)
Southwest Chief	342.6	49.7	98.3	(48.5)	(141.6)
City of New Orleans	248.2	22.5	40.2	(17.6)	(71.1)
Texas Eagle	331.0	27.2	61.0	(33.8)	(102.3)
Sunset Limited	96.5	12.8	46.2	(33.4)	(345.5)
Coast Starlight	419.0	50.0	89.0	(39.0)	(93.2)
Lake Shore Limited	361.5	33.4	69.9	(36.5)	(100.8)
Palmetto	357.8	31.8	34.6	(2.7)	(7.6)
Crescent	305.4	37.9	78.7	(40.8)	(133.5)
Auto Train	250.4	92.8	91.6	1.2	4.9
Long Distance Adjustments	0.0	-	-	-	-
Long Distance	**4,684.4**	**$ 599.2**	**$ 1,072.7**	**$ (473.5)**	**$ (101.1)**
NTS	**37,789.4**	**$ 3,328.1**	**$ 3,240.3**	**$ 87.8**	**$ 2.3**
Ancillary		353.6	285.8	67.8	
Infrastructure		288.0	393.6	(105.5)	
Amtrak	**37,789.4**	**$ 3,969.7**	**$ 3,919.7**	**$ 50.0**	

FY 2025 Ridership Projections

($s in Millions)	Ridership (000s)	Allocated Operating Sources	Allocated Operating Uses	Allocated Contribution/ (Loss)	Allocated Contribution/ (Loss) per Rider
NEC:					
Acela	5,046.7	$ 1,021.3	$ 569.5	$ 451.9	$ 89.5
Regional	9,246.9	787.7	589.0	198.8	21.5
NEC Special Trains & Adjustments	0.0	-	-	-	-
NEC	**14,293.6**	**$ 1,809.0**	**$ 1,158.4**	**$ 650.6**	**$ 45.5**
State Supported:					
Ethan Allen Express	73.6	$ 7.4	$ 6.6	$ 0.8	$ 11.3
Vermonter	145.2	18.3	17.0	1.3	8.9
Maple Leaf	413.3	38.7	34.7	4.0	9.7
The Downeaster	622.3	16.5	16.9	(0.4)	(0.7)
New Haven - Springfield	502.8	16.9	17.5	(0.7)	(1.4)
Keystone Service	1,809.6	81.5	88.1	(6.6)	(3.6)
Empire Service	1,313.0	88.7	124.6	(35.9)	(27.4)
Chicago-St.Louis	877.0	39.2	39.3	(0.1)	(0.1)
Hiawathas	1,256.5	42.2	54.3	(12.1)	(9.6)
Wolverines	602.2	41.2	39.1	2.1	3.5
Illini	270.5	10.5	13.2	(2.7)	(10.0)
Illinois Zephyr	191.3	7.0	8.0	(0.9)	(4.8)
Heartland Flyer	72.3	2.9	2.9	(0.1)	(1.2)
Pacific Surfliner	3,573.1	144.4	177.7	(33.3)	(9.3)
Cascades	1,075.7	63.7	63.5	0.3	0.2
Capitols	2,357.1	69.9	80.0	(10.1)	(4.3)
San Joaquins	1,196.3	54.6	57.0	(2.4)	(2.0)
Adirondack	131.3	11.6	10.1	1.5	11.7
Blue Water	176.4	9.3	7.8	1.5	8.3
Washington - Lynchburg	356.2	37.2	22.4	14.8	41.5
Washington - Newport News	339.6	31.9	28.0	3.9	11.3
Washington - Norfolk	419.3	39.4	27.0	12.4	29.5
Kansas City-St.Louis	232.3	11.2	10.2	1.0	4.3
Pennsylvanian	377.9	30.0	35.4	(5.4)	(14.3)
Pere Marquette	111.2	5.5	6.5	(1.0)	(9.3)
Carolinian	286.8	28.9	23.2	5.8	20.1
Piedmont	332.4	11.3	13.8	(2.5)	(7.4)
Non-NEC Special Trains & Adjustments	27.2	9.9	7.5	2.5	90.2
Gulf Coast	68.7	9.6	10.5	(0.9)	(13.1)
Twin Cities	72.6	10.9	11.9	(1.0)	(13.8)
Moline	164.8	10.8	11.8	(1.0)	(6.1)
Rockford	136.9	5.9	6.5	(0.6)	(4.4)
State Supported	**19,585.4**	**$ 1,021.8**	**$ 1,072.9**	**$ (51.1)**	**$ (2.6)**
Long Distance:					
Silver Star	411.7	$ 40.7	$ 84.0	$ (43.3)	$ (105.2)
Cardinal	111.3	9.0	28.6	(19.6)	(176.2)
Silver Meteor	369.5	47.8	80.2	(32.4)	(87.7)
Empire Builder	447.1	64.5	126.2	(61.7)	(137.9)
Capitol Limited	216.4	21.6	41.0	(19.4)	(89.8)
California Zephyr	429.8	61.8	118.7	(56.9)	(132.4)
Southwest Chief	345.3	50.7	101.5	(50.8)	(147.2)
City of New Orleans	249.1	22.9	41.5	(18.6)	(74.8)
Texas Eagle	333.5	27.7	63.0	(35.4)	(106.0)
Sunset Limited	97.3	13.1	47.7	(34.7)	(356.3)
Coast Starlight	422.1	51.0	92.0	(41.1)	(97.3)
Lake Shore Limited	364.0	34.0	72.2	(38.2)	(104.8)
Palmetto	361.1	32.5	35.7	(3.2)	(9.0)
Crescent	307.6	38.6	81.3	(42.7)	(138.8)
Auto Train	252.1	94.5	94.6	(0.1)	(0.5)
Long Distance Adjustments	0.0	-	-	-	-
Long Distance	**4,717.9**	**$ 610.3**	**$ 1,108.4**	**$ (498.1)**	**$ (105.6)**
NTS	**38,596.9**	**$ 3,441.1**	**$ 3,339.7**	**$ 101.4**	**$ 2.6**
Ancillary		365.1	291.9	73.2	
Infrastructure		296.3	400.9	(104.6)	
Amtrak	**38,596.9**	**$ 4,102.5**	**$ 4,032.5**	**$ 70.0**	

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