National Railroad Passenger Corporation

AMTRAK

Fiscal Year 2011 Revised Budget and Comprehensive Business Plan

Operating, Capital Programs, and Debt Service Expense Budget

March 2010

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Introduction

Background

The National Railroad Passenger Corporation (Amtrak) is a large, complex enterprise focused on the operation of intercity passenger trains in the U.S. It operates more than 300 trains per day over more than 40 routes, carrying an average of 74,000 passengers daily. Amtrak has just fewer than 20,000 employees and had FY2009 revenues of $2.3 billion, which included intercity passenger revenues, revenues from related businesses and state capital payments. Despite recent growth, the United States still has one of the lowest inter-city rail usages in the developed world.

In addition to providing the full range of functions and activities required to operate the national train system, Amtrak engages in related ancillary business that include:

- Operating commuter railroads under contract to their agencies
- Providing infrastructure access to commuter agencies and freight railroads
- Performing rail services for other rail operators, both commuter agencies and freight railroads, on a reimbursable basis
- Managing and leasing of commercial real estate

Federal Support

In the FY2010 Grant and Legislative Request in February 2009, Amtrak asked Congress for $1,963 million for Operating, Capital and Debt Service support, not including Amtrak's Office of the Inspector General. This request assumed a continuation of the existing national network, as Amtrak continues to make progress streamlining the organization, controlling costs, and rebuilding infrastructure and equipment. The FY2010 Appropriation amounted to $1,555 million, $408 million less than requested, primarily for capital programs.

The FY2011 Budget approved by the board of directors in January 2010 requested a level of $2,196 million in Federal funding. This document revises that request to add a request for funding the Fleet Acquisition Program as reported in Amtrak's Fleet Plan. The revised request of $2,642 million contains an additional $446 million for fleet investments and is compared to the FY2010 Grant Request and the appropriation, and contains:

- Operating funding of $592.0 million, as authorized by PRIIA Section 101(a);
- Capital funding of $1,025 million, the amount authorized in PRIIA Section 101(c); and a reduction of $7 million authorized by PRIIA Section 103 at the rate of one half of one percent of capital and debt service for FRA oversight, netting $1,018.0 million for Amtrak capital investment.
- Capital funding for projects towards achievement of compliance with the Americans with Disabilities Act in the amount of $280.7 million.
- Capital funding for the Fleet Acquisition Program in the amount of $446 million.
- Funds for debt service principal and interest payments are planned to be $277.0 million, $11.0 million less than authorized by PRIIA Section 102(a);
- Funds for early buyout equipment purchases totaling $28.0 million as authorized in PRIIA Section 102(b).

Amtrak's "FY2010 "Budget as Appropriated" and this "FY2011 Revised Budget and Grant and Legislative Request" include support from Federal Grants as follows:

Table 1 – Summary Federal Funding Request

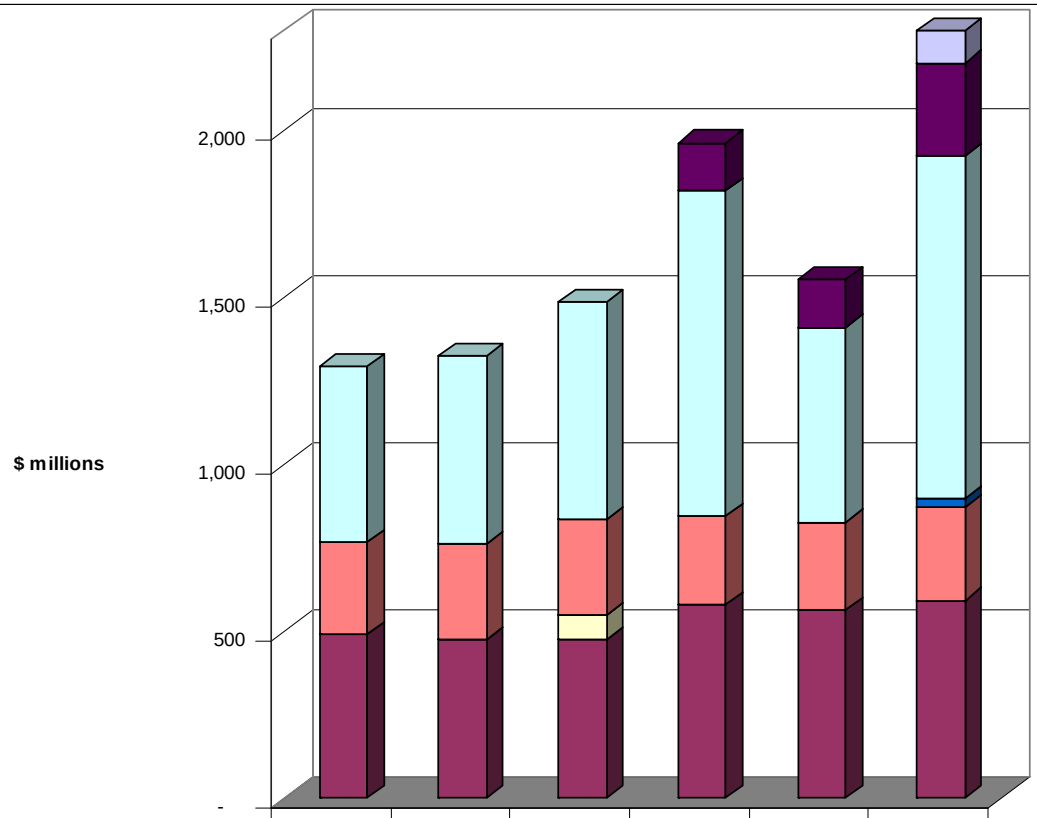
Amtrak Funding Needs *($millions) excluding Amtrak OIG*	PRIIA Authority	FY2009 Appropriation	FY2010 Grant Request	FY2010 Budget as Appropriated	FY2011 Grant Request /Budget [2]
Operating	101(a)	475	580	563	592
Additional Needs for the 60% Retro wages for labor per PEB		75			
Subtotal Operating		**550**	**580**	**563**	**592**
Capital	101(c)	655	975	594	1025
Less: Retained by FRA from Capital & DS	103	(2)		(10)	
Subtotal Capital to Amtrak		**653**	**975**	**584**	**1,025**
Americans with Disabilities Act	219 (b)		144	144	281
Fleet Acquisition Program					446
Subtotal Capital incl ADA and fleet acquisition		**653**	**1,119**	**728**	**1,752**
Debt Service [1]	102(a)	285	264	264	277
Lease Early Buyout Options	102(b)			0	28
Subtotal Debt Service		**285**	**264**	**264**	**305**
Total Amtrak		**1,488**	**1,963**	**1,555**	**2,649**

[1] This is a not to exceed amount for scheduled principal and interest payments

[2] The not to exceed amount for debt service is authorized by PRIIA for FY2011 is $288M. Amtrak's request is $11M less than authorized as a result of early buyout transactions in FY2010

Chart 2 below displays the history of Federal support for Amtrak for operating expenses, capital investment and debt service from FY2007 to FY2011 from annual general appropriations.

Chart 2 – Historical General Federal Funding



	FY07	FY08	FY09	FY10 Grant & Leg	FY10 Budget as Approp.	FY11 Grant Request/
Total to Amtrak	1,293	1,325	1,488	1,963	1,555	2,649
Fleet Acquisition Program						446
ADA Compliance				144	144	281
Net Capital to Amtrak	526	565	653	975	584	1,025
Lease Early Buyout Options						28
Debt Service	277	285	285	264	264	277
Retroactive Labor Payments	-	-	75			
Amtrak Operating Grant	490	475	475	580	563	592

Budget Development

Amtrak creates comprehensive guides on an annual basis for all Amtrak's budgeting policies and procedures; one for operating revenue and expenses and one for capital programs. An annual budget is much more than a series of numbers. When prepared with thought and diligence, a budget can be one of the most useful tools available to both external and internal users. By examining how and where an organization allocates it resources, the budget helps communicate the organization's goals, priorities and long-term financial plan. Each year as the budget process begins; the guides are revised and updated.

Because the current fiscal year, FY2010, has passed only one quarter thus far, the financial tables presented in this Budget document compare the FY2011 budget to the FY2010 budget. We present

the FY2010 Budget as appropriated by Congress in the Department of Transportation Appropriations Act, 2010 (the "2010 Act"), Amtrak will present details on this revised budget and impact on our business plan to the Amtrak Board of Directors and Congress in February as required by the Act.

The **Passenger Rail Investment and Improvement Act of 2008 (PRIIA)** was passed and signed into law, re-authorizing Amtrak for the next five years. This law requires that Amtrak submit a five year financial plan for Operating and Capital within sixty days of enactment of each year's annual appropriation. Amtrak prepared a Five Year Financial Plan for the period of FY2010 – 2014 that was delivered on October 1, 2009, ahead of the 2010 Act. Preparation of this plan required that detailed budgets be created for each year from FY2010 - 2014. The FY2011 budget that was part of the five year plan was analyzed and revised as needed to establish the FY2011 budget reflected in this document. Amtrak will again submit a Five Year Financial Plan for the period FY2010-FY2014 sixty days following enactment of the Act, as required by PRIIA, to reflect the revisions resulting from the conclusion of FY2009, the FY2010 appropriations, and any necessary updates to the FY2011 business plan. Amtrak will satisfy this requirement in February, 2010.

The American Recovery and Reinvestment Act of 2009 (ARRA) awarded Amtrak approximately $1.3 billion to be committed to capital investments and security through February 2011. It is critical that Amtrak keep these projects separate from the capital investment budget presented in this budget. It is also important to note where the investments made from this appropriation impact our operations and services, both positively and negatively as well as revenue and expense accounts for the fiscal year.

Detailed instructions on how to highlight the cost impacts for these significant items were included in the budget guidelines.

Corporate Objectives

The budget is the company's financial plan that supports the corporation's goals and objectives. As such each department's budget must represent only activities that support Amtrak's corporate objectives and mission. Budget development must be based upon real requirements, and the numbers must be rational and defensible when compared to FY09 performance and the FY10 Plan. The high level objectives to define each department's budget submission were:

1. **Federal support for operating needs.**

   The company was successful in managing budget for FY2009 that required the same level of federal support ($475 million) as the year before and included funds for the Amtrak Office of the Inspector General. For FY2010, Amtrak submitted a Grant and Legislative Request for $580 million in federal support not including $21 million for the Office of Inspector General. The 2010 Act appropriates $563 million for Amtrak's' operating expenses, $17 million less than requested. The company's departments were challenged to find productivity improvements and cost reductions to offset inflationary pressures (including new wage rates) as well as consider certain significant events that would have an impact on Amtrak's need for operating assistance such as the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) and implementation of projects funded by the American Recovery and Reinvestment Act of 2009 (ARRA). Our efforts have resulted in a Grant Request and Budget that requires $591.8 million in federal support for FY2011, $200,000 less than authorized by PRIIA.

2. **Department Level Support for Stated Corporate Goals & Objectives.**

   In preparing this budget, it was important to be aware of Amtrak's overriding corporate objectives and to incorporate these, whenever possible, into department level goals for operation

and capital projects. Amtrak's President and CEO, Joseph H. Boardman, directed the company to incorporate three main objectives in its operations. Summarizing, Amtrak will be:

1. **SAFER** – by maintaining and continuously improving safety through the application of new technology, where warranted, and new risk-reduction, behavior-based safety processes throughout the company.
2. **GREENER** – by seeking opportunities to reduce Amtrak's carbon footprint and becoming more energy-efficient, extending the useful life of its existing fleet and creating a more seamless and connected public transportation system.
3. **HEALTHIER –** by improving passenger services to make them more reliable, efficient, and customer-friendly, improving working conditions for employees, and improving working relationships with transportation partners and other stakeholders.

3. Operating Budget Base and New Activities

The FY10 operating budget presented several new opportunities, challenges, and requirements. These were utilized and expanded upon for the FY11 budget. Among the key topics are:

1. A new category for "Base Adjustments" was added to capture revenue or annualized costs of partial year activity, and cost inflation or deflation of prior year expenses.

2. A new category was defined for "New Activity" to capture costs and revenues of any changes to activity compared to FY09. This included changes to service or business methods, new activity and initiatives related to achieving corporate objectives, or new activity necessary to comply with the requirements of either the American Recovery and Reinvestment Act of 2009 (ARRA) or the Passenger Rail Investment and Improvement Act of 2008 (PRIIA). Table 3 below lists the net impact for items categorized by the departments in the FY2011 Budget.

Table 3 – New Activities and 'Initiatives' Impact

	$ Millions		
	Revenue	**Expenses**	**Net**
Advertising activities to increase market share and ridership	13,200	7,930	5,270
Partnership with Rail Europe	1,700	-	1,700
E-Ticketing channel	7,700	-	7,700
Wi-Fi on Acela trains	960	-	960
Reduction in frequency of special trains	(939)	-	(939)
Metrolink Contract	30,090	26,128	3,963
Credit Card Commissions on Initiative Revenue	-	1,072	(1,072)
Subtotal New Revenue Initiatives	**52,711**	**35,130**	**17,582**
PRIIA OTP & CSI Compliance - Ticket Revenue	23,000	-	23,000
PRIIA OTP & CSI Compliance - Engineering Costs	-	19,033	(19,033)
PRIIA OTP & CSI Compliance - Transportation Costs	-	1,368	(1,368)
PRIIA OTP & CSI Compliance - Mechanical Costs	-	3,377	(3,377)
Improvement of customer awareness and customer satisfaction	-	333	(333)
Host RR Incentive Payments	-	614	(614)
Second Cascades Rail Service to Vancouver	2,738	2,705	34
Subtotal PRIIA Related	**25,738**	**27,430**	**(1,692)**
Host RR Stimulus Tasks	-	249	(249)
Vacation/Holiday Personnel Stimulus Maintenance	-	274	(274)
Superliner Stimulus Maintenance	-	763	(763)
Amfleet Stimulus Maintenance	-	7,639	(7,639)
P40 Locomotive Stimulus Maintenance	-	2,629	(2,629)
Training/Vacation/Holiday Pay Engineering Stimulus Employees	-	2,085	(2,085)
Incremental Transfer Credits from ARRA projects		(4,293)	4,293
Subtotal ARRA Related	**-**	**9,347**	**(9,347)**
VA State Supported – Richmond & Lynchburg	8,237	7,302	935
North Carolina State Supported Station Staffing	1,489	1,448	41
New State Services	7,894	7,627	267
New Partnerships	-	2,518	(2,518)
Parternership Improvements	-	100	(100)
Subtotal State Partnership Related	**17,620**	**18,995**	**(1,375)**
Material recycling initiative in café and lounge cars	-	100	(100)
Climate registry verification	-	59	(59)
Station Recycling Services	-	488	(488)
TPDES Storm Water Management Program	-	153	(153)
Utility conservation	-	152	(152)
Locomotive Fuel Conservation Program	-	(4,821)	4,821
Subtotal Green Related	**-**	**(3,868)**	**3,868**
Behavior Based Safety Program	-	8,935	(8,935)
Improvement of work place processes (Liberty Mutual)	-	100	(100)
Safety - Engineering	-	1,115	(1,115)
Enhancements to Safety Programs	-	412	(412)
Enhancements to Operating Rules Program	-	284	(284)
Subtotal Safety Related	**-**	**10,847**	**(10,847)**
ITO Transition Expenses	-	2,300	(2,300)
Changes to ITII per New Contract Plus Growth Services	-	10,621	(10,621)
Call Center Inward Watts Change per New Contract	-	(1,939)	1,939
SAP and Departmental Systems Support	-	1,674	(1,674)
Non-ITII Related Changes in IT Outsourced Services	-	1,921	(1,921)
Subtotal IT Related	**-**	**14,577**	**(14,577)**
Police Fitness Program	**-**	**600**	**(600)**
Amtrak Leadership Institution Program	**-**	**136**	**(136)**
SAM Project Operational Savings Estimate	**125**	**(16,613)**	**16,738**
Total Amtrak Budgeted Initiatives and New Activity	**96,194**	**96,580**	**(385)**

Capital Budget Processes

Any project included in H.R.1 – American Recovery and Reinvestment Act of 2009 (ARRA) was not included in this budget submission. ARRA projects are monitored and reported separately from the regular capital program that is presented in this budget. Amtrak has set up a distinct project numbering scheme for ARRA projects.

Program and Project Information

When planning and documenting capital investment projects, specific information is submitted that enables Amtrak's compliance with mandatory reports to the Federal Railroad Administration (FRA). In addition, Amtrak conducts a review of the projects according to Generally Accepted Accounting Principles (GAAP) to properly account for operating versus capital costs.

The following is a summary and brief description of the information that is required for Capital budget submissions:

- Project Scope – A description of what the project is and the intended purpose/objective of the project.
- Project Justification – An explanation of why the project is necessary and how performance will be measured.
- Funding Sources – The assumed source of funds that will pay for the project.
- National Environmental Policy Act (NEPA) Codes – Codes that describe the status of environmental impact of a project.
- Project Phases – The capital planning process requires that costs be budgeted by phases. This information is required to conduct a Generally Accepted Accounting Principles (GAAP) review of the projects.
- Return on Investment Analyzer – The submissions included a workbook to estimate the return on a capital investment. All "Business Improvement" projects requests were required to have this analysis completed.
- Project Outcome and Performance Measures – The submission included a worksheet to input outcomes and performance measures. This is a brief description of major outcome or outcomes anticipated upon completion of the project, and the measurement.
- Designating a project as "Technology Project" – Technology projects are defined by the Chief Information Officer as projects whose success is materially dependent on a technology solution or capability.
- Projects Starting Beyond FY10 – Annual costs associated with capital projects that are anticipated to begin some time beyond FY10 were submitted to produce the five year capital plan.

Program and Project Summaries that contain this information for each item in this budget will be available upon request.

Risks

We cannot ignore the possibility that matters beyond our control may alter our current estimate of our needs for capital and operating funding. The unsettled state of the economy and the fluctuations of fuel prices are serious concerns. Fuel prices rose in fiscal 2009 and continue to rise gradually in fiscal 2010. Similarly, changes in the economic situation, particularly in the Northeast Corridor region could lead to unfavorable results in ridership and revenues. Budgetary issues of some of our state

partners could likewise pressure our operating budget needs. Risks that can impact Amtrak's operating and capital funding needs include:

- Economic downturn
- Reduced ridership demand due to:
    - Continued impact of recession and unemployment levels
    - Pricing actions
    - Service quality erosion
    - Reduction in fuel price per gallon
    - Improved performance by competing airlines
- Higher cost inflation
- Higher fuel price per gallon
- Major incidents such as:
    - Weather related
    - Terrorist incident
    - Infectious Diseases

Operating Budget

Amtrak has an operating budget that requires $591.8 million for operating expenses not including the Office of the Inspector General as presented in Table 4 below:

Table 4 – Profit and Loss Statement
National Railroad Passenger Corporation (Amtrak)
Summary Financial
FY09 Actual, FY10 Original Budget & FY11 Grant Request/Budget

$ millions	Actual FY09	Budget as Appropriated FY10	Grant Request/Budget FY11	FY11 $ Fav/(Unf) to FY10	FY11 % Fav/(Unf) to FY10
REVENUES:					
Passenger Related:					
Ticket Revenue	1,563.5	1,619.1	1,704.6	85.6	5%
Food and Beverage	92.6	94.0	100.0	6.1	6%
State Supported Train Revenue	157.4	191.5	199.2	7.6	4%
Total Passenger Related Revenue	**1,813.5**	**1,904.6**	**2,003.8**	**99.3**	5%
Other Revenue:					
Commuter	147.3	141.8	158.8	17.0	12%
Reimbursable	100.9	103.7	102.7	(1.0)	(1%)
Commercial Development	76.6	69.5	71.5	2.0	3%
Other Transportation	144.2	136.0	150.2	14.2	10%
Freight Access Fees and Other	43.1	41.7	41.4	(0.3)	(1%)
Total Other Revenue	**512.1**	**492.7**	**524.6**	**31.9**	6%
Total Operating Revenue	**2,325.6**	**2,397.3**	**2,528.4**	**131.2**	5%
EXPENSES:					
Salaries	225.7	247.6	263.8	(16.1)	(7%)
Wages & Overtime	887.8	962.3	996.7	(34.4)	(4%)
Employee Benefits	526.5	547.6	591.2	(43.6)	(8%)
Employee Related	27.7	29.3	31.0	(1.7)	(6%)
Salaries, Wages & Benefits	**1,667.7**	**1,786.8**	**1,882.6**	**(95.8)**	(5%)
Train Operations	245.7	245.1	253.6	(8.5)	(3%)
Fuel, Power, & Utilities	272.8	308.3	346.6	(38.4)	(12%)
Materials	183.9	177.9	197.0	(19.2)	(11%)
Facility, Communication, & Office	162.5	160.3	163.6	(3.4)	(2%)
Advertising and Sales	106.2	112.7	114.8	(2.1)	(2%)
Other Non-labor Fees/Services	763.4	796.6	853.5	(56.8)	(7%)
Total Expenses	**3,402.1**	**3,587.7**	**3,811.9**	**(224.2)**	(6%)
Operating Loss	**(1,076.5)**	**(1,190.4)**	**(1,283.4)**	**(93.0)**	8%
Adj. for Non-Cash Deprec/OPEB's/Impairment	(618.7)	(627.4)	(691.6)	(64.2)	10%
Net Operating Loss	**(457.8)**	**(563.0)**	**(591.8)**	**(28.8)**	
Federal Approp/PRIIA Authorized	455.0	563.0	592.0		
Under/ (Over) Federal Support	**(2.8)**	**0.0**	**0.2**		

FY2011 Key Budget Assumptions

Revenue

Passenger Revenue, including ticket sales, was developed with the assistance of AECOM Consulting. AECOM employs a complex model that takes into account numerous factors such as population growth, shifts, and preferences, travel industry competition including the price of gasoline, economic conditions, service schedules, and proposed pricing actions.

- **Ticket Revenue -** Amtrak experienced significant growth from 2003 through 2008 with record ticket revenue of $1.7 billion in FY08. Growth in that period was driven by synergy between favorable market conditions, weakened travel competition, and improved/expanded Amtrak train services. In FY09 the country experienced its most severe economic crisis in a generation, growing unemployment, weakened consumer confidence, and low gasoline prices. These factors combined to reduce both business and leisure travel in FY09 and as a result Amtrak's ticket revenue fell to $1.6 billion, representing a decrease of $134.3 million (8%) compared to FY08. Amtrak anticipates that a gradual improvement of economic conditions, beginning in FY10, coupled with proactive revenue growth actions and modest pricing actions will return ticket revenue to $1.7 billion in FY11, 9% over FY09 and 5% more than the budget for FY10.

- **Food and Beverage Revenue -** Amtrak has Food and Beverage operations which provide consumers with meal options while onboard our trains that are projected to earn revenues of $100.0 million in FY11.

- **State Supported Train Revenue** was budgeted in accordance with existing state contracts and projected route performance in those states. Currently, Amtrak has contractual agreements to operate in 16 states. These contracts will account for approximately $199.2 million of revenue in FY11.

Ancillary Business Revenue, consisting of Commuter, Reimbursable, and Commercial Development revenue was budgeted according to the operating agreements and operating expenses needed to deliver those services.

- **Commuter Revenue -** In addition to providing 16 states with Amtrak service, we also partner with the states of Maryland, Florida, Connecticut, Washington and California to provide commuter services with annual revenue of $158.8 million in FY11. On July 1, 2010 two major changes will occur in Amtrak's Commuter services operations. As of this date Amtrak will no longer provide operational services to the Virginia Railway Express, which reduces Commuter Revenue by $18.9 million annually. However, also on this date, Amtrak will resume providing operational services to Metrolink in southern California, which will add an expected $30.1 million of Commuter Revenue.

- **Reimbursable Revenue -** Amtrak performs reimbursable project work for external state agencies on an as needed basis.

- **Commercial Development -** Amtrak earns revenue from its real estate operations by leasing retail space at its stations, operating parking garages and leveraging its land holdings by partnering with builders.

- **Other Revenue -** Amtrak leverages its ownership of track in the North East Corridor by leasing the track to freight companies for right of way access. Other revenue sources include resale of electric propulsion to state commuter agencies, commissions from co-branded credit cards, and revenue from other travel partners.

Table 5 – Summary of Changes in Operating Revenue

	$ Millions
FY09 Actual	**$2,325.6**
Base Activity Increase/(Decrease) from Prior Year	**$40.1**
Total FY10 Base Activity	**$2,365.7**
Total FY10 New Activity	**$31.6**
FY10 Total Budget	**$2,397.3**
Changes to Base Activity in FY11	
Fare increase (+2% annual)	$33.0
Change in demographics and economic recovery	$25.0
Service quality improvements	$8.0
Other Revenue Adjustments (Increased F&B revenue transfer)	($4.1)
Increase in Food & Beverage revenue	$6.0
Adjustments to Other Passenger Revenue	($3.4)
Increase in electric propulsion revenue due to increase in cost	$14.0
Decrease in Commuter revenue due to cancellation of VRE contract	($18.5)
Other increases in Commuter revenue (offset by increase in Commuter cost)	$5.5
Decrease in revenue for Reimbursable Services (offset by increase in Reimbursable cost)	($1.0)
Increase in Revenue for Commercial Development	$2.0
Other	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$66.5**
Total FY11 Base Activity	**$2,432.3**
New Activity in FY11	
Orig FY11 Bud_Int added during 5 Year Plan - $38.4M	
Continuation of FY10 Marketing activities to increase market share and ridership	$13.2
New state-supported routes in Virginia (Lynchburg & Richmond)	$9.4
Launch of enhanced next generation e-Ticketing channel	$10.8
Initiation of partnership with Rail Europe for train reservations by European travelers	$1.7
Introduction of additional Cascades and Piedmont trains	$2.7
Reduction in frequency of Special trains	($0.9)
Launch of Wi-Fi on Acela trains	$1.0
Revenue Workbench	$0.4
Subtotal - Original FY11 new activity project in 5 year plan	**$38.4**
New FY11 Bud_Int added during FY11 Budget. - $57.7M	
New state-supported routes in Virginia (Lynchburg & Richmond)	$0.8
Launch of enhanced next generation e-Ticketing channel	($3.1)
Revenue Workbench - Capital project not funded	($0.4)
New commuter contract with MetroLink in Los Angeles	$30.1
Increase in revenue related to compliance with PRIIA Section 207	$23.0
Increase in state supported revenue as a result of new efforts	$7.4
Subtotal New FY11 Bud_Int added during FY11 Budget	**$57.7**
Other	$0.1
Total FY11 New Activity	**$96.2**
FY11 Total Budget	**$2,528.4**

Base Activity:

Total revenue in FY11 is budgeted to be $2.4 billion in the base budget, an increase of $66.5 million from the FY10 base budget. A summary of changes in FY11 are as follows:

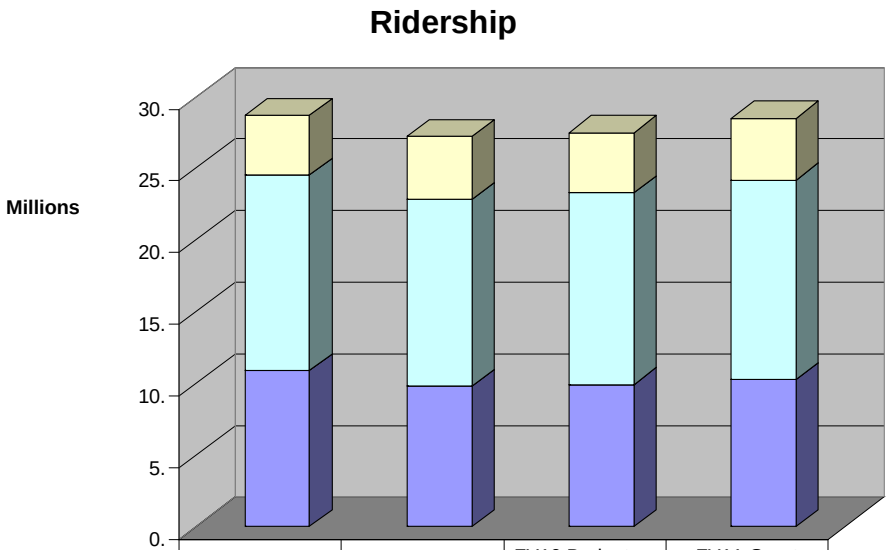
- Fare increase (+2% annual) - $33.0M
- Change in demographics and economic recovery - $25.0M
- Service quality improvements - $8.0M
- Increased F&B revenue transfer – ($4.1M)
- Increase in Food & Beverage revenue - $6.0M
- Adjustments to Other Passenger Revenue – ($3.4M)
- Increase in electric propulsion revenue due to increase in cost - $14.0M
- Decrease in Commuter revenue due to cancellation of VRE contract – ($18.5M)
- Other increases in Commuter revenue (offset by increase in Commuter cost) – $5.5M
- Decrease in revenue for Reimbursable Services (offset by decrease in Reimbursable Costs) ($1.0M)
- Increase in revenue for Commercial Development $2.0M
- Other - $0.1M

New Activity:

A summary of the revenue from new activity for FY11 includes the following:

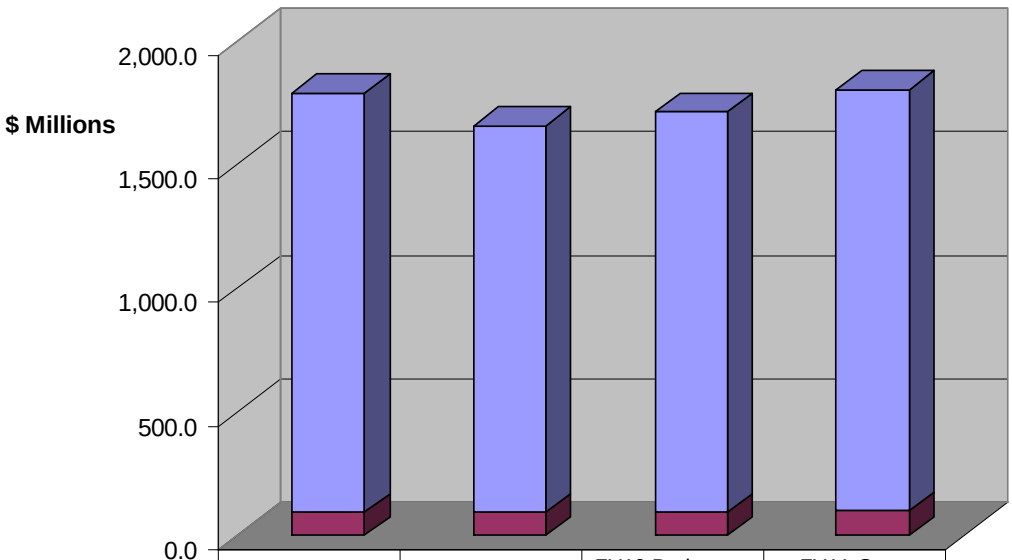
- Continuation of FY10 Marketing activities to increase market share and ridership (additional advertising spending of $7.8M included in Marketing budget) - $13.2M
- New state-supported routes in Virginia (Lynchburg & Richmond) - $10.2M
- Launch of enhanced next generation e-Ticketing channel - $7.7M
- Initiation of partnership with Rail Europe for train reservations by European travelers - $1.7M
- Introduction of additional Cascades and Piedmont trains - $2.7M
- Reduction in frequency of special trains - ($0.9M)
- Launch of Wi-Fi on Acela trains - $1.0M
- New Commuter contract with MetroLink in Los Angeles - $30.1M
- Increase in revenue related to compliance with PRIIA Section 207 - $23.0M
- Increase in state supported revenue due to new efforts - $7.4M
- Other - $0.1M

Chart 6 – Ridership Trends



	FY08	FY09	FY10 Budget as Appropriated	FY11 Grant Request/Budget
TOTAL	28.7	27.2	27.5	28.5
Long Distance	4.2	4.4	4.2	4.3
State Supported	13.6	13.0	13.4	13.9
NEC	10.9	9.8	9.9	10.2

Chart 7 – Ticket, Food and Beverage Revenue Trends



	FY08	FY09	FY10 Budget as Appropriated	FY11 Grant Request/ Budget
Ticket Revenue	1,697.8	1,563.5	1,619.1	1,704.6
Food & Beverage	93.1	92.6	94.0	100.0

Expenses

Departments were required to segregate their budget requests between Base and New Activity. Standardized categories were provided whenever possible and categories were added for special needs. A table is inserted on the next page that shows a crosswalk of expenses from FY10 budget to FY11 budget that differentiate between adjustments to Base Activity and New Activity. There are detailed discussions regarding these changes in expense by category in the Department narratives later in this document.

The following page Table 8 displays a walk down of the expenses from FY2010 base budget and includes amounts for new activity in categories that align with Amtrak's goal statements and the impacts of other federal programs and mandates. The FY2011 Total Budget Expenses of $3,120.3 do not include depreciation and other non-cash items that are excluded from calculating the federal subsidy requirement.

Table 8 – Reconciliation of FY11 Operating Budget to FY10 Operating

	Expenses ($ Millions)
FY10 Base Activity Budget	**$2,894.5**
Changes in Base Activity	
Inflation of Prior Year	$67.7
Cancellation of VRE Contract	($11.1)
Continuing Commuter Services Other than VRE	$5.5
Reimbursable Services (Offset by Incremental Revenue)	($0.6)
Increased Transfer Credits from Stimulus Activity	($8.4)
Increase in cost of Employee Benefits	$51.2
Increase of Employee Benefits absorbed by Capital Project labor	($22.5)
Increase in price of propulsion power for electric locomotives, primarily from PECO contract renewal	$27.4
Costs associated with increases in the workforce	$11.6
Actuarial cost projection for FELA claims	($9.6)
FY09 adjustments to damage reserve for rolling stock repaired with ARRA funds not recurring in FY10	$4.9
Increase in credit card commission on increased revenue plan	$2.1
Increase in reserve for obsolete inventory	$2.9
Professional fees primarily associated with ADA compliance planning	$3.1
Other	$4.8
Total Changes to Base Activity	**$129.2**
Total Base Activity Budget	**$3,023.7**
New Activity	
Growth	
Advertising activities to increase market share and ridership	$7.9
Metrolink Contract	$26.1
Credit Card Commissions on Initiative Revenue	$1.1
VA State Supported – Richmond & Lynchburg	$7.3
North Carolina State Supported Station Staffing	$1.4
New State Services	$7.6
New Partnerships & Partnership Improvements	$2.6
Total Growth Related Activity	$54.1
PRIIA	
PRIIA OTP & CSI Compliance - Engineering Costs	$19.0
PRIIA OTP & CSI Compliance - Transportation Costs	$1.4
PRIIA OTP & CSI Compliance - Mechanical Costs	$3.4
Improvement of customer awareness and customer satisfaction	$0.3
Host RR Incentive Payments	$0.6
Second Cascades Rail Service to Vancouver	$2.7
Total PRIIA Related	$27.4
ITII Vendor Sourcing	
ITO Transition Expenses	$2.3
Changes to ITII per New Contract Plus Growth Services	$10.6
Call Center Inward Watts Change per New Contract	($1.9)
SAP and Departmental Systems Support	$1.7
Non-ITII Related Changes in IT Outsourced Services	$1.9
Total IT Related	$14.6
Impact of ARRA	
Host RR Stimulus Tasks	$0.2
Incremental overhead costs absorbed by ARRA projects	($4.3)
Routine maintenance of rolling stock returned to service using ARRA funding	$11.0
Paid training and time off for employees working on ARRA projects	$2.4
Total ARRA Related	$9.3
Greener	
Material recycling initiative in café and lounge cars	$0.1
Climate registry verification	$0.1
Station Recycling Services	$0.5
TPDES Storm Water Management Program	$0.2
Utility conservation	$0.2
Locomotive Fuel Conservation Program	($4.8)
Total Green Related	($3.9)
Safer	
Safe-2-Safer Behavior Based Safety Program	$8.9
Improvements in workplace processes and minimization of rules violations	$1.9
Total Safety Related	$10.8
Healthier	
Police Fitness Program	$0.6
Amtrak Leadership Institution Program	$0.1
Cost Savings from implementation of SAM Phase 1	($16.6)
Total Healthier Related	($15.9)
Total New Activity	**$96.6**
FY11 Total Budget	**$3,120.3**

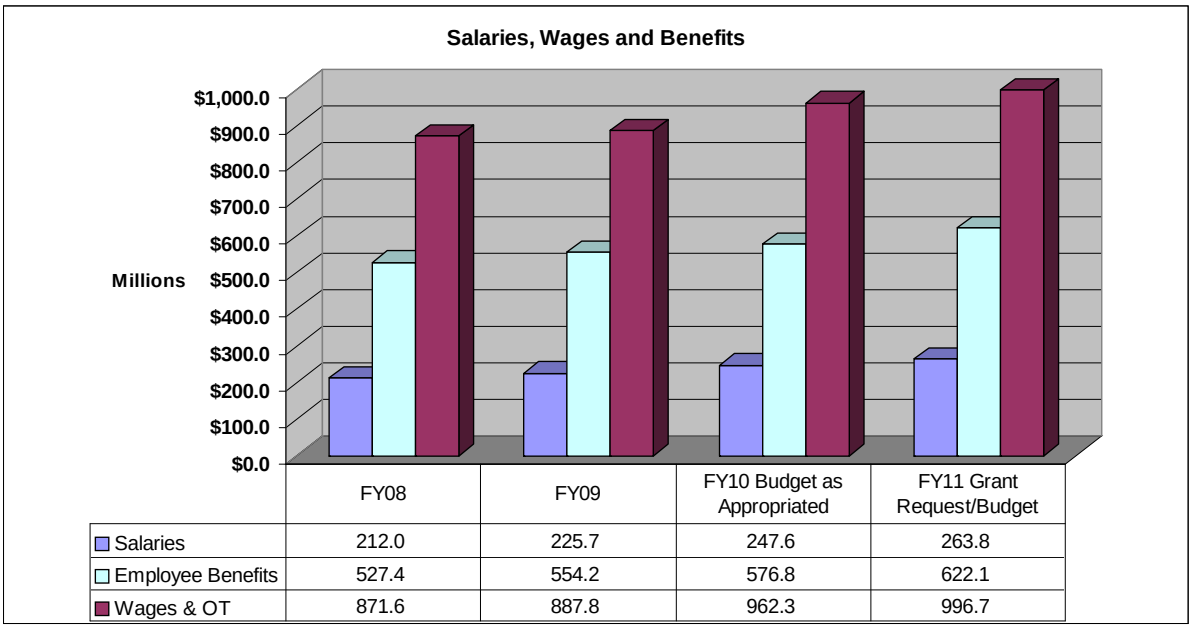
Salaries, Wages, Taxes and Employee Benefits

Salaries: Beginning in FY2009, Amtrak instituted a pay for performance program for salaried, non-agreement employees. A dollar amount was estimated for a merit increase pool consistent with the estimated average increase percentage, with the increases effective January 2011. This pool accounts for nearly 60% of the salary increase from FY10 to FY11. Individual departments established staffing requirements, including vacancy rate assumptions that were generally the same as FY10 assumptions.

Wages: Wage rates are governed by labor agreements through December 2009. Based on guidance from Labor Relations, the budget provides for further wage increases in July 2010 and July 2011. Individual departments established staffing requirements, including vacancy rate assumptions.

Employee Benefits: Employee benefit costs were calculated using total planned payroll expense across all business activity including capital and reimbursable projects. AON Consulting provided actuarial projections for the pension and retirement expense planning. Insurance costs were projected by Amtrak's Benefit Accounting group using the projected participation in each plan and the projected costs of those plans. Railroad taxes were planned in accordance with the prevailing tax rates applied to wage and salary budgets.

Chart 9 – Salaries, Wages, Taxes and Benefits

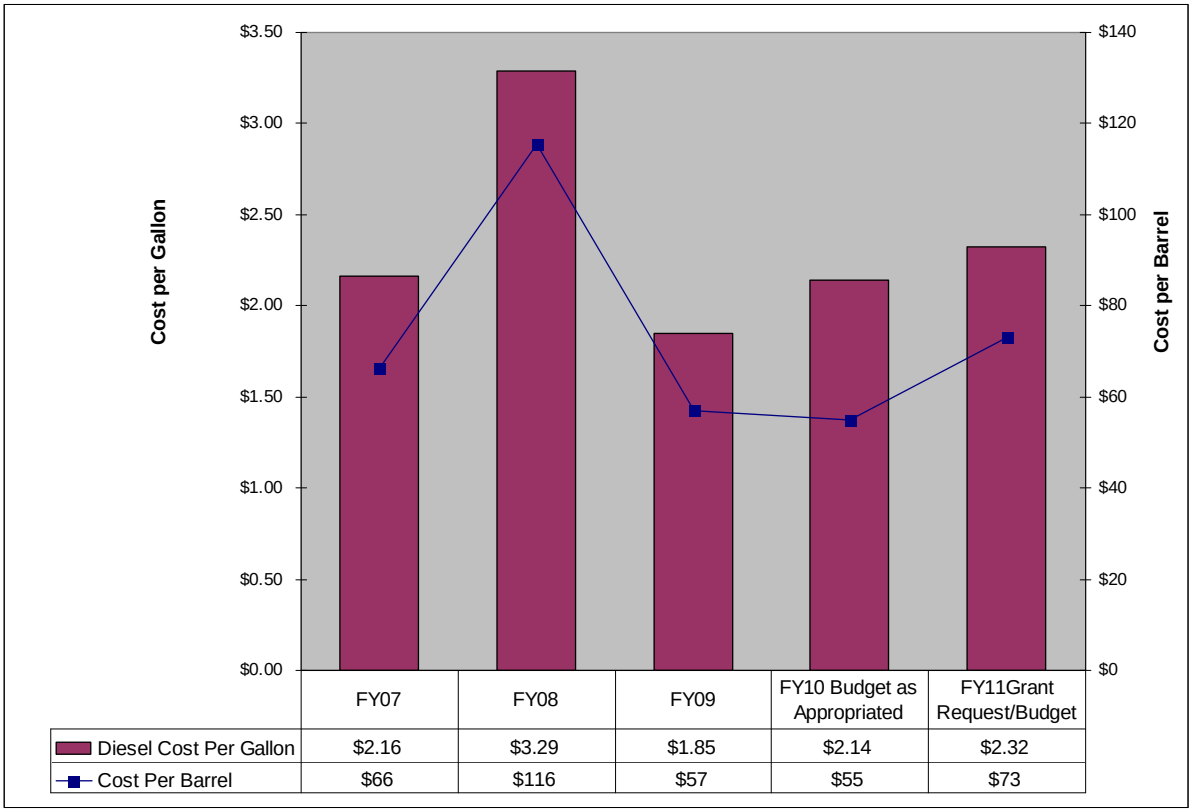


	FY08	FY09	FY10 Budget as Appropriated	FY11 Grant Request/Budget
Salaries	212.0	225.7	247.6	263.8
Employee Benefits	527.4	554.2	576.8	622.1
Wages & OT	871.6	887.8	962.3	996.7

Fuel, Power and Utilities

Train Propulsion: Electricity to power electric locomotives operating in the NEC was budgeted in accordance with projected contractual power costs and projected consumption based on the service schedule. Gallon consumption of diesel fuel to power the off-corridor diesel locomotives was planned in accordance with the service schedule and historical per-mile consumption statistics. The price per gallon of diesel fuel was computed using a historic correlation between the price of oil (per barrel), retail gasoline, and diesel fuel. Diesel fuel prices vary by geographic region due to the sourcing, delivery and transportation options available in each area. Overall, the diesel fuel budget averages $2.32 per gallon.

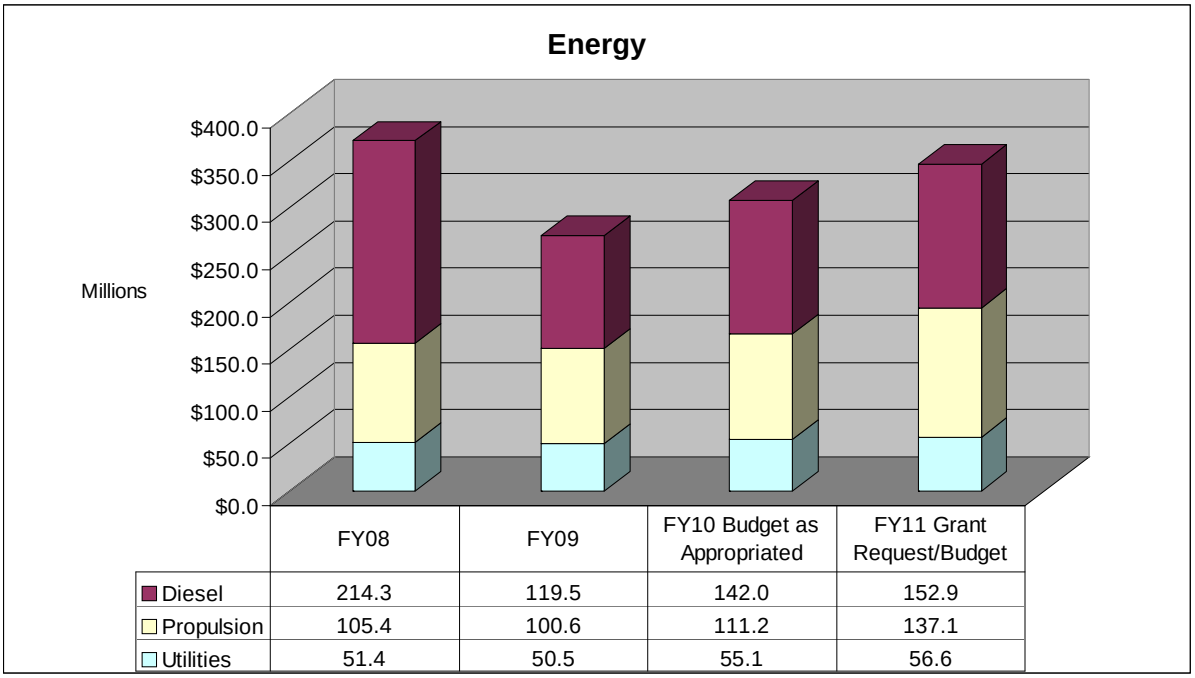
Chart 10 – Diesel Fuel



	FY07	FY08	FY09	FY10 Budget as Appropriated	FY11Grant Request/Budget
Diesel Cost Per Gallon	$2.16	$3.29	$1.85	$2.14	$2.32
Cost Per Barrel	$66	$116	$57	$55	$73

Utilities: FY11 utility budgets were developed with the assistance of energy management consultant Advantage IQ (AIQ). During FY09 AIQ was retained to audit and process for payment the company's utility bills and as part of that effort compiled an extensive database of the company's usage history and price agreements. That database was used to provide Amtrak with a detailed, metric driven utility budget based on projected consumption and unit prices.

Chart 11 – Fuel, Power and Utilities



	FY08	FY09	FY10 Budget as Appropriated	FY11 Grant Request/Budget
Diesel	214.3	119.5	142.0	152.9
Propulsion	105.4	100.6	111.2	137.1
Utilities	51.4	50.5	55.1	56.6

Other

Materials: Materials consumed in the maintenance of track infrastructure and train equipment was budgeted by the Engineering and Mechanical departments according to the work production plans in each department.

Occupancy: Rent, Common Area Maintenance, and other occupancy costs were budgeted by the Real Estate department to reflect lease agreement terms in fiscal 2011 and are part of the "Facility, Communications and Office" Account.

Casualty Claims: Estimates for casualty claims including employee Federal Employers' Liability Act (FELA) and passenger liability were developed with actuarial assistance from AON Consulting.

Capital Budget

Amtrak receives funds from state and local entities as well as from federal appropriations. The revised total FY11 Capital Budget approved by the Board of Directors (not including debt service) is $1,884.6 million from all sources with $1,751.9 million from federal appropriations (not including deduction of one half of one percent for FRA oversight), $132.7 million from state and local agencies and other sources, $280.7 million for projects towards compliance with the Americans With Disabilities Act (ADA), and $446 million for the Fleet Acquisition Program.

Table 12 – Summary Capital Funding

($millions)	FY09 Actual	FY10 Appropriation [1]	FY11 Grant Request/ Budget	FY11 Variance to FY10 Budget
Federal General Capital [2]	641.8	727.6	1,025.2	49.5
Additional board authorized projects		43.0		-
ADA Compliance Projects from General Capital [3]		118.0	280.7	280.7
Fleet Acquisition Program			446.0	446.0
Subtotal General Capital	**641.8**	**888.6**	**1,751.9**	**776.2**
State, Local & Other Funds	119.4	175.7	132.7	(25.6)
Subtotal State, Local & Other Funds	**119.4**	**175.7**	**132.7**	**(25.6)**
Total Capital Programs	**761.2**	**1,064.3**	**1,884.6**	**750.6**

[1] The amount shown for Federal General Capital is the revised FY2010 Budget after appropriations were finalized. Amtrak will manage project spending within available funds.

[2] The amount requested reflects the amount authorized in PRIIA and does not include an assumption for a deduction for FRA oversight

[3] Amtrak plans to spend a total of $144 million for ADA Projects in FY2010 with $26 million funded in the ARRA grant.

Table 13 – Summary Capital Funding by Department (millions)

Department	General Federal Capital	State, Local & Other Funds	FY2011 Total
Chief Financial Officer	5.9	-	5.9
Chief Operating Officer	0.3	-	0.3
Engineering	406.1	104.8	510.9
Environmental	16.5	0.1	16.6
Information Technology	136.0	(0.0)	136.0
Marketing and Product Management	56.8	0.0	56.8
Mechanical	730.8	0.3	731.0
Police & Security	5.9	19.8	25.6
Policy and Development	309.5	7.7	317.2
Procurement	10.6	(0.0)	10.6
Real Estate	6.9	-	6.9
Transportation	66.7	0.0	66.7
Grand Total	**1,751.9**	**132.7**	**1,884.6**

Discussion of ADA Compliance

Amtrak serves 481 rail stations that are required by the ADA to be "readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs, as soon as practicable", by July 26, 2010. Currently, only 48 stations are 100% ADA compliant. Despite significant

improvements in accessibility and ADA compliance, Amtrak will not meet this deadline for full compliance, and has asked Congress to extend it.

The total funding requirement to achieve ADA compliance for rail stations served by Amtrak and subject to the ADA is $1.56 billion, including bringing some already compliant facilities into a full state of good repair. If full funding is secured, it is estimated that the earliest practical date by which Amtrak will be able to achieve full compliance is September 2015.

Amtrak presented an estimate of its needs to the Congress on February 1, 2009, in its report "*Intercity Rail Stations Served by Amtrak: A Report on Accessibility and Compliance with the Americans with the Disabilities Act of 1990*. This report, which was delivered pursuant to section 219 of the Passenger Rail Investment and Improvement Act of 2008, details the scope of Amtrak's need and proposes the level of federal assistance necessary to attain full compliance. Amtrak has requested additional funding for ADA compliance efforts since 2005 and the company will continue to work with Congress in an effort to secure funding and to revise the compliance date. Other critical assumptions are that the current ADA regulations on platform boarding remain the law and that the FRA allows the necessary station and platform improvement work and projects to go forward.

Discussion - Northeast Corridor State of Good Repair (SOGR)

While Amtrak is not responsible for the maintenance of most of the national rail infrastructure, it is responsible for the condition and reliability of most of the Northeast Corridor between Boston, New York, and Washington, the Harrisburg and Springfield lines that connect with it, some of the stations and yard facilities in major urban hubs, and the line it owns in Michigan. The cost of this is substantial. In its report *"Northeast Corridor State of Good Repair Spend Plan"* (submitted to U.S. DOT in April 2009), Amtrak estimated that the SOGR backlog on Amtrak-owned/operated NEC infrastructure is about $5.5 billion in FY10 dollars. On top of this, the incremental investment needed to maintain infrastructure assets once SOGR has been achieved is estimated to be $330 million per year.

It is important to note that Amtrak reprioritizes SOGR spending when necessary to allow it to address safety and operability issues as they arise. A backlog of SOGR should not, therefore, be understood as an accumulation of disintegrating or unsafe structures; rather, it is a list of projects that have passed the end of their useful life but may continue to carry traffic safely, albeit at times with the additional burden of increased maintenance.

The infrastructure backlog includes:

- more than 200 bridges, most dating to the turn of the last century;
- Baltimore's B&P Tunnels dating to the post-Civil War period;
- many interlockings (junctions and crossovers) that are functionally obsolete; and
- electric traction systems relying on 1930s-era components

It also includes structural improvements to the NY tunnels and station backlog costs as reported in the February 2009 ADA Accessibility Report.

In the April 2009 SOGR report to USDOT, Amtrak estimated that even with adequate funding, resources and additional equipment, it will take a minimum of 15 years to resolve the backlog while still maintaining a reliable level of rail service throughout the necessary construction. Continual under-funding will merely push the completion date out further, as the backlog increases and Amtrak is forced to play "catch-up" year after year.

To achieve a 15-year SOGR plan for Amtrak's infrastructure assets would require an average of $700 million per year – $330 million per year on average for the normalized replacement of assets and $370 million per year on average for addressing the SOGR backlog. Table 14 shows how Amtrak intends to fund these significant infrastructure projects for FY10 and FY11.

Table 14 – Northeast Corridor (NEC) State of Good Repair funding plan

$millions	**FY2010**			**FY2011**		
Northeast Corridor (NEC) Programs	General Federal	State Local & Other	Total FY2010	General Federal	State Local & Other	Total FY2011
General Appropriation and Other						
Bridges/Culverts/Tunnels	18.29	5.81	24.10	54.68	18.80	73.48
Facility/Station/Other	12.85	16.03	28.88	16.94	14.81	31.75
Signal Systems	20.61	8.34	28.95	30.00	2.14	32.14
Communication Systems	1.57	-	1.57	0.78	-	0.78
Overhead Catenary and Transmission sy	21.26	2.82	24.08	11.27	1.88	13.15
Substations/Frequency Converters	11.52	4.08	15.60	17.91	5.12	23.03
Track Replacement	109.21	29.15	138.36	155.79	28.88	184.67
Interlocking Renewal	17.91	7.92	25.82	23.00	2.00	25.00
Equipment Purchase/Replacement	2.20	-	2.20	1.00	-	1.00
Freight Railroad Improvements	3.50	-	3.50	3.50	-	3.50
Fire & Life Safety	7.70	46.78	54.48	8.54	28.68	37.22
Subtotal General Approp & Other	**226.62**	**120.92**	**347.55**	**323.42**	**102.31**	**425.72**
ARRA Funds						
Bridges/Culverts/Tunnels	95.72	-	95.72	40.69	-	40.69
Facility/Station/Other	60.03	10.80	70.83	31.71	5.29	37.01
Electric Traction	47.85	-	47.85	23.90	-	23.90
Track	61.68	-	61.68	20.22		20.22
Security and Life Safety	129.17	5.10	134.27	46.66	2.13	48.78
Subtotal ARRA Funds	**394.45**	**15.90**	**410.35**	**163.17**	**7.42**	**170.59**
Total	**621.07**	**136.83**	**757.90**	**486.59**	**109.73**	**596.31**

Discussion of Fleet Acquisition Program

The capital programs contained in this FY2011 Grant Request/Budget address traditional annual capital funding requirements that fall within the funding constraints authorized by PRIIA. However, as described in Amtrak's Five Year Financial Plan issued October 1, 2009, the company has significant capital funding needs for fleet acquisition that are not included in this federal fund request. The FY10 portion of this need is $127.5 million and $318.75 million is estimated for FY11 for a total request of $446.25 million.

To ensure that adequate rolling stock is in place to safely meet operating needs, Amtrak maintains the "System Five Year Fleet Plan." In addition to operating requirements and state of good repair needs, this plan identifies "baseline" capacity needs and state of good repair requirements for the fleet and identifies the numbers and types of equipment that will be required to address projected growth on existing and planned services through 2014. In the next two fiscal years (FY2010 and FY2011) Amtrak plans to commence acquisition to replace equipment that has reached the end of its lifespan, expecting a three year procurement process, as follows:

- Acquisition of 130 single-level long-distance cars (baggage, baggage-dormitory, dining and sleeping cars)
- Acquisition of 70 bi-level cars
- Acquisition of 30 electric locomotives
- Acquisition of 50 diesel locomotives

- Acquisition of 10 switcher locomotives
- Spare parts for new equipment
- Facility upgrades to maintain and repair new equipment

The department narratives at the end of this document provide other details regarding the capital projects that were included in the Original Grant Request/Budget for FY2011. The Mechanical Department has not been updated to reflect this revision to request funds for the Fleet Acquisition Program.

Debt Service and Debt Related Equipment Purchases

Principal and Interest

Principal and interest payments for FY11 amount to $276.9 million and are detailed in Table 15 below. Table 15 also includes a budget of $27.5 million to acquire equipment that is being leased through the exercise of Early Buyout Options.

Table 15 - Debt Service

$millions	Q1	Q2	Q3	Q4	Total FY11
Principal	32.5	63.6	38.4	39.6	174.1
Interest	26.7	25.8	28.9	21.4	102.8
Subtotal Cash P&I	59.2	89.4	67.3	61.0	276.9
EBO Equipment Purchases	-	15.1	-	12.4	27.5
Subtotal Equipment Purchases	-	15.1	-	12.4	27.5
Total Debt Service	59.2	104.5	67.3	73.4	304.4

EBO - Early Buyout Options
P&I - Principal and Interest

Early Buyout Options (EBO)

PRIIA Section 102 (b) authorized such sums as may be necessary for the use of Amtrak for the payment of costs associated with early buyout options if the exercise of those options is determined to be advantageous to Amtrak.

An Early Buyout Option is a contractual right for Amtrak to terminate a long term lease of equipment, in part or in whole, on favorable terms. The EBO gives Amtrak the rights to a) buy the equipment which is owned by a bank and, separately, to b) pay off the rest of Amtrak's lease payment obligations to the bank. The EBO occurs at a specified, fixed price, one time only, late in the term of the lease. It is the only right of voluntary pre-payment in the lease.

Amtrak has two EBOs in FY 2011 (Table 13). Amtrak plans to exercise its rights to buy the equipment covered by these leases – 14 locomotives and 14 passenger coaches – from the banks that own the equipment as the options become available. The equipment in all cases was leased from the time of first use by Amtrak, and the Federal Government has not previously paid for the equipment. Amtrak does not plan to pay off the rest of Amtrak's lease payment obligations in these cases because of the scarcity of funds and less favorable economics.

Exercising the EBOs incurs a cost of $27.5 million and saves an estimated $41.9 million in rent and end of lease payments over the next several years, for a net saving of approximately $14.4 million. The returns on investment from exercising the EBOs are 9% and 11% per year. Exercising the EBOs also eliminates the risk to Amtrak from the need to reach agreement with the banks on the cost which Amtrak must pay the banks to buy the equipment at the end of the leases or the risk of having that cost determined by binding arbitration.

Table 16 – Leases with Equipment Purchase – Early Buyout Options FY2011

	EBO Date	Q1	Q2	Q3	Q4	Total FY11
14 Superliners	January 1, 2011	-	15.1	-	-	15.1
14 P-42 Locomotives	September 30, 2011	-	-	12.4	-	12.4
Total EBO		-	15.1	12.4	-	27.5

Operating Cash Requirements

Amtrak attempts to maintain a minimum cash balance of approximately $200 million available to meet operating needs. Management believes this is the lowest amount a company the size of Amtrak – with annual cash receipts from all sources of about $4 billion and cash expenditures of about $4 billion per year – prudently requires to ensure operations continue without an elevated risk of insolvency in a short period of time. The $200 million cash balance equates to an unfavorable spike of 2.5% in total cash flow exposure of $8 billion per year.

On a continuing basis, Amtrak's minimum cash balance is required to cope with peak cash requirements caused by seasonality in revenue, capital expenditures, and debt service. For example, January tends to be one of the lowest revenue months, one of the highest debt service months, and therefore the highest cash utilization month of the year. January requires special cash planning and efforts to ensure an adequate cash balance is available when needed. At the same time, the risk to Amtrak's cash is exacerbated by the unexpected. This includes, for example, an economic event, equipment failure, other service disruption, or security issue affecting ridership and revenue. Amtrak's only alternatives are to rely on its operating cash, obtain emergency federal funding, or face insolvency.

Sources and Uses of Cash – Budget Basis

Amtrak's FY2011 Cash flow is based on this budget and the receipt of federal funding of $1,915 million during the year. Amtrak continues to have no access to short-term credit lines.

The following summarizes Amtrak's planned source and use of funds for FY2011 based upon this budget assuming funding will be appropriated as presented in this document.

Table 17 – Simple Sources and Uses

	$millions	
October 2, 2010 -Estimated Beginning Available Cash (after outstanding payments)[1]		**150.2**
Uses:		
Operating Expenses	1,283.4	
Non-Cash Adjustments (Depre & Non-Cash OPEB's) [2]	691.6	
Net Operating Loss		591.8
Capital Expenditures		1,927.6
Debt Service Principal & Interest		277.0
Equipment Lease Buyout		28.0
Total Uses		**2,824.5**
Sources:		
FY11 Federal Grants		
Operating	591.8	
Capital	1,751.9	
Debt Service	305.0	
Subtotal Federal Grants		2,648.7
Third Party and Special Grants		175.7
Total Sources		**2,824.5**
Estimated Ending Cash		**150.2**
Net change in assets & liabilities		-
Total Cash		**150.2**

[1] The Appendix contains a forecasted cash flow for FY2010

[2] OPEBs - Other Post Retirement Employee Benefits

Department (Cost Center) Operating and Capital Budgets

Police & Security Division

Amtrak Police Department

Overview of the Department

The Police Department is committed to maintaining the safety and security of the rail traveling public, improving the quality of life of Amtrak personnel and safeguarding the trains and rails through Customer-Oriented Policing. This will be accomplished by building partnerships to enhance capacity to protect a nation in transit.

The various Police Department units include:

- Division Commands including K9 Teams and Patrol Division
- Intelligence and Counterterrorism
- Mobile Tactical Unit
- National Communications Center
- Asset Seizure and Forfeitures

The Police department total budget request for FY11 is $50.5M representing an increase of $1.6M compared to FY10. The authorized headcount for FY11 is 30 management employees, 368 agreement covered employees (16 which are ARRA funded) and 3 canine contractors for a total of 401.

Base Activity:
The FY11 base budget is $49.9M, an increase of $1.5M over the FY10 budget. A summary of the FY11 changes includes the following:

- Inflation of prior year including labor contract requirements and employee benefits allocated $1.9M
- Decrease in security expenses, transfer to Security Department. Amtrak's share of third party security service in New York to be shared with Long Island Railroad (MTA) ($0.3M)
- Decrease in vehicle rental and road supplies ($0.1M)

New Activity:
The key activity included in the Police Department budget is a physical fitness standard program, which was established with the ratification of labor agreement in FY07. The total cost of testing and evaluating Police Department candidates along with incumbent sworn personnel to meet established physical fitness standards is $0.6M for FY11.

Operating Expense Summary FY09 –FY11: Amtrak Police Department

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Salaries	$2.7	$2.8	$2.8	$0.0	0.0%
Wages & Overtime	$25.1	$26.9	$27.7	$0.8	3.1%
Employee Benefits	$12.3	$13.7	$14.7	$1.0	7.6%
Employee Related	$1.2	$1.2	$1.2	($0.0)	-1.1%
Salaries, Wages and Benefits	$41.3	$44.6	$46.5	$1.9	4.2%
Train Operations	$0.1	$0.0	$0.0	$0.0	1.6%
Materials	$0.0	$0.0	$0.0	$0.0	1.6%
Facility, Communication, & Office	$1.0	$1.4	$1.1	($0.3)	-22.6%
Casualty and Other Claims Total	$0.7	$0.9	$0.9	$0.0	1.8%
Professional Fees	$0.4	$0.6	$0.7	$0.1	18.2%
Environmental and Safety	$0.1	$0.1	$0.1	$0.0	35.6%
M of W Services	$1.1	$1.3	$1.2	($0.1)	-6.5%
Total Operating Expenses	**$44.6**	**$48.9**	**$50.5**	**$1.6**	**3.2%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$48.4**
Total FY10 New Activity	**$0.5**
FY10 Total Budget	**$48.9**
Changes to Base Activity	
Inflation of prior year, including labor contract requirements, change in vacancy rate assumption and related benefits	$1.9
Decrease in security expenses, transfer to Security Department. Amtrak's share of third party security service in New York to be shared with Long Island Railroad (MTA)	($0.3)
Other	($0.1)
Base Activity Increase/(Decrease) from Prior Year	**$1.5**
Total FY11 Base Activity	**$49.9**
New Activity	
Fitness standard program (In FY11 the participation is mandatory for all sworn personnel)	$0.6
Total FY11 New Activity	**$0.6**
FY11 Total Budget	**$50.5**

Security Department

Overview of the Department

Amtrak's Security Department was formed to implement a counter-terrorism risk management strategy and to strengthen the internal capacity of Amtrak to proactively deter, detect, defend, respond and recover from potential terrorist attacks and related incidents on the nation's passenger rail system. There are two divisions: 1) Special Operation Division which is responsible for Amtrak Intelligence Unit, Mobile Team, and the Station Action Team. 2) Policy and Programs Division which is responsible for Program Management, Policy Oversight, Finance and Administration, and Grant Administration. The department receives grants from the Department of Homeland Security (DHS) as support for capital and operating programs. Current capital programs being supported by the DHS grant include Safety and Security, Infrastructure Protection, Planning and Assessments, Personnel Training and Public Awareness. DHS grants represent majority of the funding of the capital programs.

The Security department total budget request for FY11 is $16M representing an increase of $0.9M compared to FY10. The total requested headcount for FY11 is 68 non-agreement employees which mirrors FY10.

Base Activity:

A summary of the FY11 changes includes the following:

- Fees for monitoring cameras related to virtual fence project scheduled for completion in February 2011 $0.7M
- Fees for third party security service in New York to be shared with Long Island RR $0.3M
- Decrease in travel expenses due to elimination of need to rotate West Coast and East Coast Mobile ($0.1M)

New Activity:

The key activity included in the Security Department budget is the monitoring of cameras as a result of the Virtual Fence Project which is ARRA funded and is scheduled to be completed in February 2011.

Operating Expense Summary FY09 –FY11: Security Department

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$6.2	$6.4	$6.4	$0.0	0.0%
Wages & Overtime	$0.1	$0.0	$0.0	$0.0	0.0%
Employee Benefits	$3.3	$3.5	$3.6	$0.1	2.0%
Employee Related	$2.3	$2.6	$2.4	($0.1)	-5.0%
Salaries, Wages and Benefits	$11.9	$12.6	$12.5	($0.1)	-0.5%
Materials	$0.0	$0.0	$0.0	($0.0)	-48.6%
Facility, Communication, & Office	$1.6	$1.3	$1.7	$0.3	24.7%
Professional Fees	$0.9	$0.6	$1.2	$0.7	116.3%
Environmental and Safety	$0.8	$0.4	$0.4	$0.0	0.1%
M of W Services	$0.1	$0.1	$0.1	$0.0	1.6%
Total Operating Expenses	**$15.3**	**$15.1**	**$16.0**	**$0.9**	**6.0%**

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$15.1**
Changes to Base Activity	
Decrease in travel expenses due to elimination of need to rotate West Coast and East Coast Mobile teams	($0.1)
Increase in security expenses, transfer from Police Department. Amtrak's share of third party security service in New York to be shared with Long Island Railroad (MTA)	$0.3
Fees for monitoring cameras related to virtual fence project that is scheduled for completion in Feb 2011	$0.7
Base Activity Increase/(Decrease) from Prior Year	**$0.9**
Total FY11 Base Activity	**$16.0**
FY11 Total Budget	**$16.0**

Capital Projects: Police and Security

$ in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL / OTHER	TOTAL
Safety & Security	Special Operations Division Equipment	$ -	$ 0.5	$ 0.5
	Security and Protection Interoperability (SPI)	-	1.0	1.0
	Police K9 Expansion	-	1.3	1.3
	Intelligence Support Phase II	0.7	-	0.7
Infrastructure Protection	CCTV and Communications	1.0	4.3	5.3
	Station Hardening	-	1.8	1.8
	Substation Security Improvements	0.1	0.2	0.3
	Bridge & Tunnel Security Improvements	0.6	3.6	4.2
	Amtrak Police Department Equipment Purchase	0.5	0.4	0.9
	Access Control System Expansion	0.4	0.6	1.0
Planning & Assessments	Security Systems - Future Designs	-	0.2	0.2
	Station Action Team (SAT) Tool Kit	0.6	1.6	2.2
2010 DHS TSGP	Dept. of Homeland Security 2010 Transit Security Grant Program	-	2.0	2.0
Public Awareness	Public Security Awareness Program	-	1.0	1.0
Training	Security Training	-	1.4	1.4
	Security Canine Procurement and Training	-	0.4	0.4
Exercises	Station Action Plan Testing and Implementation	-	1.5	1.5
TOTAL POLICE & SECURITY		**$ 3.9**	**$ 21.8**	**$ 25.7**

Safety & Security Program: $3.5M

- Special Operations Division Equipment - $ 0.5M: This project involves the purchase of communication and tactical equipment (e.g. chemical and explosive detectors, vehicle transport equipment, satellite communication equipment, generators) for Amtrak Police and Security Department and Mobile Team to support its increased counter-terrorism and operational activities pertaining to the intercity passenger rail system.
- Security and Protection Interoperability - $1.0M: This project will enable the company's counter-terrorism agents and Amtrak Police Department to exchange useful data on demand, in real time across disparate systems, with each other and with law enforcement agencies, transit departments, emergency responders and federal agencies. In 2004 a survey in Interoperable Communications resulted in 94% of cities not having interoperable communications with rail, police, fire and emergency medical response services, essential in responding to incidents.
- Police K9 Expansion - $1.3M: Amtrak's canine (K-9) teams are part of the company's security strategy. Currently, Amtrak has 55 canine explosive detection teams and this project involves the expansion of the canine team by 12 teams for a targeted goal of 67 teams by early 2012. Proposed spending also includes refresher training and recertification of legacy K-9 teams.
- Intelligence Support Phase II - $0.7M: This project involves the continuous development and use of Intelligence unit to provide relevant, focused, and continuous threat assessment that will enable decision-makers to take cogent defensive/protective actions against threats.

Infrastructure Protection Program: $13.5M

- CCTV and Communications – $5.3M: This initiative comprises of three projects. The objective of the all three projects is to design and install closed-circuit televisions (CCTVs) cameras, conduit, wiring, recorders, monitors and accessories including new capabilities to existing cameras at high priority stations for counter terrorism efforts and increased security surveillance. The first project covers Amtrak stations in LA and San Diego; the second project will address other stations in Amtrak's western operations, pending final agreement with DHS on the specific locations. The third project covers facilities that were not part of the DHS funded risk and needs assessment of Amtrak infrastructure and therefore can not be funded with DHS grant monies. The resulting signals can be transmitted to National Communications Center (NCC) or remote locations. Implementation of this project will lead to remote monitoring capabilities, availability of real-time information and the capability of sharing information with local security stakeholders.

- Station Hardening - $1.8M: In support of the company's counter terrorism efforts, this project will increase security by designing and installing station hardening systems including new bollards, gateway checkpoints, and protection pillars at top priority stations. Some of the stations maybe registered as historic properties which require discussions and negotiations with the State Historic Preservation Offices before upgrades can be completed.
- Substation Security Improvements -$0.3M: This project involves the installation of intrusion detectors, closed-circuit television (CCTV), motion detectors and card readers at Amtrak power substations in the Northeast Corridor stations.
- Bridge and Tunnel Security Improvements - $4.2M: This initiative comprises of two projects with an objective of installing fencing for controlled access, intrusion detection, motion sensors, security gates and closed-circuit television (CCTV) monitoring capabilities at bridges and tunnels. The first project focuses on 17 critical bridges and tunnels that are critical to operations, whereas the second project focuses on other bridges and tunnels in the national passenger rail system.
- Amtrak Police Department Equipment Purchase - $0.9M: This initiative involves two projects with the objective of purchasing necessary equipments for the department to support their increased counter-terrorism and operational activities pertaining to the intercity passenger rail system. The first project involves the purchase of a list of communication and tactical equipment presented to and approved by DHS for purchase with grant funding (e.g. chemical and explosive detectors, vehicle transport equipment, satellite communication equipment, generators). The second project's objective is to outfit officers appropriately by purchasing personal protection equipments (e.g. vests, surveillance vehicles and equipment, explosive mag storage, APD guns). The second project allows for the purchase items not fundable with DHS grant dollars.

- Access Control System Expansion - $1.0M: This initiative involves two projects with the objective of expanding access control systems to additional Amtrak facilities and integrates intrusion detection with alarm monitoring. Current card access system contains over 300 access points throughout the corporation. Goal is to expand card access to larger facilities where key control is difficult due to large number of employees.

Planning & Assessments Program: $2.4M

- Security Systems – Future Designs - $0.2M: - The project involves the creation of a library of designs for infrastructure protection solutions. Creation of standardized risk designs will provide greater efficiencies to security projects and will also be utilized by Procurement and Engineering departments for future projects. The project includes designs for bridge intrusion detections, and radiological dispersal device (RDD) detections.
- Station Action Team (SAT) Toolkit - $2.2M: - Department of Homeland Security (DHS) funds will be used to apply the Station Action Team (SAT) tool kit for security assessment and analysis at various stations. The toolkit includes vulnerability assessments, digital mapping of station areas, pedestrian flow modeling studies, emergency response plan assessment and stakeholders relationships to create site specific station action plans. SAT toolkit components assist in identifying, mitigating and managing terrorism risks to employees, passengers and critical infrastructure.

2010 Transit Security Grant Program: $2.0M

- The program supports systemic risk mitigation plans such as infrastructure improvements like bollards, gate checkpoints, installation of CCTV systems and toolkits for station response teams. Efforts funded by this grant are integral to Amtrak corporate security and build on Amtrak's overall risk management strategy. This is a budget placeholder for projects to be funded by DHS under the 2010 Intercity Passenger Rail Grant. The programmatic use of these grant dollars is subject to negotiation with DHS.

Public Awareness Program: $1.0M

- The goal of this program is to improve public safety though knowledge and wider participation in security measures. Amtrak will educate the travelers on train and stations on personal preparedness measures, terrorism awareness, alert and warning systems, state and local emergency plans via various communication channels. The public awareness campaign is critical to achieving improvements in risk communications to passengers regarding appropriate responses to suspicious packages, persons and ambient terrorist risks.

Training Program: $1.9M

- Security Training - $1.4M: This project involves ongoing counterterrorism training for Amtrak Police Department and Amtrak Mobile Teams and security training to Amtrak employees through targeted computer based and classroom training. This project will build on the security training efforts funded by Department of Homeland Security (DHS) in 2006 and 2007.
- Security Canine Procurement and Training - $0.4M: As part of the Transportation Security Administration (TSA) Canine project, free canines, training and reimbursement of operating and equipments costs are being offered though the National Explosive Detection Canine Team Program. TSA will provide free canines and training and $40K per team for five years for equipment and operating expenses. TSA also provides $500 per year towards refresher training and certifications.

Exercises Program: $1.5M

- Amtrak is required to conduct exercises to test, analyze and understand strengths and weaknesses in its security systems and protocols and to adjust them accordingly. This program allows the Amtrak Police department, Mobile Teams and Stations Managers to conduct full scale exercises to test and work through station action plans. This program is funded by the Department of Homeland Security (DHS) 2008 Transit Security Grant Program.

Engineering

Overview of the Department

Amtrak's Engineering department can be described as an engineering firm and operating/construction company responsible for keeping infrastructure in a state of good repair. That includes maintenance, testing, and inspection of Amtrak's physical infrastructure, including track, signals, electric traction, tunnels, and bridges on Amtrak owned right of way and stations and facilities along the right of way. The group is responsible for the maintenance and overhaul of roadway machines and equipment used in the operation. In addition to the core maintenance activities, the group is also responsible for developing and executing the plan to bring the infrastructure in to a state of good repair, and support reimbursable project activity in conjunction with state and local agencies on and along our right of way.

Base Activity:

Engineering's FY11 base budget is $262.2, an increase of $23.2M over FY10 base budget.

A summary of the FY11 changes includes the following:

- Inflation of Prior Year including labor contract requirements and related employee benefits $3.7M
- Core related expenses for additional 110 employees over new activity estimated in FY10 (Includes Vacation, Holiday, Other, Training, weather, etc for a full year) $3.9M
- Increase in Salaries due to increase in headcount $0.9M
- Increase in Employee Benefits Allocation $6.9M
- Increase in Utility expenses as a result of a company wide reorganization of utilities responsibilities $3M
- Increase in reserve for obsolete Inventory $2.9M
- Increase in Facility expenses due to Engineering Department assuming responsibility for janitorial and building maintenance at 30th St. Station and increase in need for repairs of power converters' modules at Richmond facility $2.6M
- Decrease in Road Maintenance Services due to anticipated less activity in crushing concrete ties and track roadbed maintenance contracts ($1.1M)
- Increase in capitalized overhead credits from increase in capital spending including ARRA capital projects ($6.3M)
- Increase in cost for Reimbursable services (offset by increase in Reimbursable Revenue) $4.2M
- Increase in materials, road vehicle accounts and other $2.4M

New Activity:

New activity in the department totals $20.2M and is primarily driven by on time performance PRIIA requirements and the continuation of stimulus requirements. A summary of the FY11 new activity include the following:

- Benefits, paid time, and overtime for 151 ARRA heads (Systemically charged to operating which is offset by transfer credits in base activity) $2.6M
- Capitalized overhead credits related to ARRA activity ($2.0M)
- Salaries and benefits for 4 positions in Operations Improvement $0.6M
- Benefits, paid time, and overtime for 211 heads required to reduce incident response time necessary to deliver 95% on time performance for Acela trains by 2013 per PRIIA requirements $19.0M

Operating Expense Summary FY09 –FY11: Engineering

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Salaries	$23.2	$24.5	$25.7	$1.2	4.7%
Wages & Overtime	$123.5	$132.9	$152.8	$19.9	15.0%
Employee Benefits	$65.2	$71.6	$85.2	$13.6	19.1%
Employee Related	$5.0	$4.3	$4.9	$0.6	13.9%
Salaries, Wages and Benefits	$216.9	$233.2	$268.6	$35.3	15.1%
Train Operations	$0.1	$0.0	$0.0	$0.0	43.4%
Fuel, Power, & Utilities	$2.3	$6.7	$9.7	$3.0	45.2%
Materials	$24.0	$18.3	$23.2	$4.9	26.8%
Facility, Communication, & Office	$19.8	$13.9	$16.4	$2.6	18.4%
Casualty and Other Claims Total	$2.5	$3.2	$3.7	$0.5	17.2%
Professional Fees	$3.2	$6.3	$6.9	$0.6	8.7%
Data Processing Services and Supplies	$1.3	$1.1	$1.8	$0.6	54.7%
Environmental and Safety	$3.2	$3.5	$3.4	($0.1)	-2.5%
M of W Services	$27.8	$29.2	$27.7	($1.5)	-5.2%
Financial	$2.5	$2.5	$2.5	($0.0)	-0.2%
Pcard Transactions	$0.1	$0.0	$0.0	$0.0	1.6%
Expense Transfers	($1.5)	($0.4)	($0.8)	($0.5)	125.3%
Other Expenses	$0.0	($0.6)	$0.0	$0.6	-100.0%
Indirect Costs Capitalized To P&E	($67.8)	($72.3)	($80.6)	($8.3)	11.5%
Total Operating Expenses	**$234.5**	**$244.6**	**$282.3**	**$37.8**	**15.4%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$239.0**
Total FY10 New Activity	**$5.6**
FY10 Total Budget	**$244.6**

Changes to Base Activity	
Inflation of Prior Year wages and overtime, including labor contract requirements and related employee benefits	$3.7
Core related expenses for additional 110 employees over new activity estimated in FY10 (Includes Vacation, Holiday, Other, Training, weather, etc for a full year)	$3.9
Increase in Salaries due to increase in headcount	$0.9
Increase in Employee Benefits Allocation	$6.9
Increase in Utility expenses as a result of a company wide reorganization of utilities responsibilities	$3.0
Increase in reserve for obsolete Inventory	$2.9
Increase in Facility expenses due to Engineering Department assuming responsibility for janitorial and building maintenance at 30th St. Station and increase in need for repairs of power converters' modules at Richmond facility	$2.6
Decrease in Road Maintenance Services due to anticipated less activity in crushing concrete ties and track roadbed maintenance contracts	($1.1)
Increase in capitalized overhead credits from increase in capital spending including ARRA capital projects	($6.3)
Increase in costs for Commuter Services (offset by increase in Commuter Revenue)	$0.1
Increase in costs for Reimbursable Services (offset by increase in Reimbursable Revenue)	$4.2
Decrease in costs for Commercial Development (offset by decrease in Commercial Development Revenue)	($0.1)
Increase in Materials, Road Vehicle, and other accounts	$2.4
Base Activity Increase/(Decrease) from Prior Year	**$23.2**
Total FY11 Base Activity	**$262.2**
New Activity	
Benefits, paid time, and overtime for 151 ARRA heads (Systemically charged to operating which is offset by transfer credits in base activity)	$2.6
Capitalized overhead credits related to ARRA activity	($2.0)
Salaries and benefits for 4 positions in Operations Improvement, recommended as a result of an IG review	$0.6
Benefits, paid time, and overtime for 211 heads required to reduce incident response time necessary to deliver 95% on time performance for Acela trains by 2013 per PRIIA requirements	$19.0
Total FY11 New Activity	**$20.2**
FY11 Total Budget	**$282.3**

Capital Programs: Engineering

$ in millions

Program	GCAP	State, Local & Other	TOTAL
Bridges/Culverts/Tunnels	57.4	18.8	76.2
Facility/Station/Other	29.8	15.0	44.9
Signal Systems	35.3	3.5	38.8
Communication Systems	0.8	0.0	0.8
Overhead Catenary and Transmission systems	11.9	1.9	13.8
Substations/Frequency Converters	18.9	5.1	24.0
Track Replacement	175.7	28.9	204.6
Interlocking Renewal	25.3	3.0	28.3
Equipment Purchase/Replacement	25.0	0.0	25.0
Seattle King St. Coach Yd	13.9	0.0	13.9
Freight Railroad Improvements	3.5	0.0	3.5
Fire & Life Safety	8.5	28.7	37.2
Total Engineering	406.1	104.8	510.9

Bridges/Culverts/Tunnels $76.2M - (GCAP - $57.4M, State, Local, Other - $18.8M)

- **Fixed bridges upgrade ($19.3M)** - Program highlights include:
  - $3.0M for bridge replacement in Branford, CT.
  - $1.5M for stabilization of the Susquehanna Bridge in Maryland.
  - $1.3M for bridge upgrades on Hazelwood Ave in Maryland.
  - $13.5M for other fixed bridge projects with spending below $2.0M threshold

- **Tunnels ($13.7M)** –
  - $13.7M will cover the expenses for lighting upgrades and installation of emergency power generators to supply electrical power for tunnel ventilation, pumps, and other critical systems

- **Major Bridge Special Projects ($34.5M) –** Program highlights are:
  - Niantic River Bridge Replacement ($33.0M)
  - Connecticut Bridge Engineering support and Replacement ($1.0M)
  - New Jersey Portal Bridge Replacement ($0.5M)

- **Other programs ($8.7M)**
  - $5.7M for other improvements including bridge ties, fencing and retaining wall.
  - $1.6M for interlocking structures**.**
  - $1.4M for movable bridge improvements.

Facility/Station/Other Program $44.9M - (GCAP - $29.9M, State, Local, Other - $15M)

- Station Upgrades ($25.9M) - Program highlights are:
  - $6.2M for Service building upgrades at New York Penn Station.
  - $4.0M for MARC platform improvements at Washington Union Station. Initiation of this project will make the station ADA compliant.
  - $3.2M for escalator replacement at New York Penn Station.
  - $2.0M Platform canopy and stairway improvements on the Baltimore Station platform.
  - Other projects below $2.0M and include upgrades to facilities at various stations.
- Sunnyside Yard New Mechanical Facility ($5.0M) – This program involves upgrade of the mechanical facility at Sunnyside Yard outside of New York Penn Station. This program is

100% funded by external agencies (MTA). Implementation of this project will decrease maintenance cost within Sunnyside Yard.

- Maintenance of Equipment Facilities ($11.9M) – Upgrades to engineering equipment maintenance facilities at Seattle and Ivy City. Improvements include roof replacements, electrical upgrades and lighting improvements.
- Maintenance of Way Base ($2.0M) – Upgrades to maintenance of way facilities at Wilmington, Providence, Perryville and Penn Coach Yard.

Signal Systems $38.8M - (GCAP - $35.3M, State, Local, Other - $3.5M)

- **Interlocking – Communications & Signals ($11.7M) -** This program will upgrade signal systems at interlockings to eliminate equipment failures and reduce maintenance costs. This program involves conversion of air switch machines to electric machines, automation of manual towers and replacement of obsolete interlocking signal system components.
- **Amtrak Positive Train Control (PTC) Program ($10.0M) –** The major project under this program is the development of a new train control system.
- **Centralized Traffic Control (CETC) Program ($9.9M) –** The major project under this program is the development of a new control center in Philadelphia for $9.9M.
- **Automatic Block Signal (ABS) ($5.7M)** – The scope of the program is to bring ABS assets to a state of good repair. ABS component failures have been identified as a major contributor to train delay. Upgrading of outdated components will result in increased reliability, improved on-time performance and railroad safety.
- **Crossings ($1.5M)** – Upgrade signals at train crossings.

Communications Systems $0.8M

The objective of the program will improve radio communications along the North East Corridor (NEC) and Mid-Atlantic divisions ($0.7M) - Program highlights are:

- $0.5M for Radio System improvements on the Empire line.
- $0.1M for a new Police Radio Repeater in New York Penn Station.
- $0.1M for Base Station replacements along the NEC.

Overhead Catenary and Transmission Systems $13.8M (GCAP - $11.9M, State, Local, Other - $1.9M)

- **Improvements of the Electric Traction–Catenary along the NEC ($10.2M) -** Program highlights are:
  - $8.2M for the Catenary System Improvements along the Hellgate Line. Elements of this program will include replacement of components beyond their useful life, and replacement of wire that is beyond the allowable wear percentage.
  - $2.0M for Transmission line replacement.

- **Upgrading of Electric Traction-Poles along the NEC ($3.5M)**
  Many of the catenary poles are over 90 years old and are beyond their designed service life. Replacement of the poles will provide physical support to the power transmission and catenary systems. Program highlights are:
  - $1.5M for catenary pole upgrades in Perryville subdivision
  - $1.1M for catenary pole upgrades in New York division
  - $0.8M for catenary pole upgrades in Baltimore subdivision

Substation/Frequency Converters $24.0M – (GCAP - $18.8M, State, Local, Other - $5.1M)

- **Improvements of the Electric Traction–Substations along the NEC ($16.3M)** The replacement and upgrade of substation components such as transformers, breakers, relays are done with the goal of maintaining reliable power to the catenary system. Breakdowns create the possibility of train interruptions and increased service delays. Some of the major projects in the program are:

- $5.0M for substation construction at Ivy City.
- $3.0M for design and construction at the Hamilton substation.
- $0.7M for design of South Hampton Substation.
- $0.7M for the design of the prototype circuit breaker in the Mid-Atlantic division.

- **Upgrade of Electric Traction Signal power along the NEC ($1.2M) -** The lines scheduled to be upgraded are Davis to Bacon, Severn to Bowie, Princeton to Fair, and the Harrisburg Line. The program calls for the replacement and renewal of existing rotary signal power machines that generate 6,900 volts for the signal transmission lines.

- **Upgrade of Electric Traction-Frequency Converters ($6.4M)**
  - $3.0M for Metuchen frequency converter upgrades to increase power generation capacity.
  - $3.1M in Frequency Converter replacement at Lamokin.

Track Replacement $204.6M - (GCAP - $175.7M, State, Local, Other - $28.8M)

- Track Rail Replacement - Renewal/Construction ($57.4M) – The goal of these two programs are to repair or replace rail as necessary that is currently not in a state of good repair. There is roughly 1,600 miles of main line track that is 40 to 50 years old. The program will repair or replace, as appropriate, rail that has exceeded horizontal or vertical wear limits, internal defect rates, or surface conditions that are approaching safety limits. New track is also being constructed as part of funding from state partners for commuter rail improvements. In addition, this program involves joint elimination with continuous welded rail and rail component changes in interlockings. This program will help to reduce maintenance costs, and slow orders.
- Tie Replacements ($25.0M) – This program will replace ties along the North East Corridor which will reduce train delays, track geometry degradation, FRA track defects, and switch failures. This program also involves replacement of defective concrete ties in the New York and North East Divisions due to a shorter service life than initially projected. Defective ties provide insufficient support to the rail which could lead to component and track failure. Replacement of defective ties will reduce maintenance costs and improve on time performance and ride quality.
- Track Laying System ($73.0M) – This program is for the complete replacement of concrete ties on the New York and Northeast Divisions with the Track Laying Machine (TLM). This is due to a shorter service life than initially projected. This replacement program will reduce maintenance costs, potential slow orders, and provide for an increase in on time performance.
- Technology Applications ($11.6M) - The Engineering department has worked over the last 2 years to develop a system that integrates asset management technology and will streamline the flow of information that will assist field and management personnel in the regards to program management. $10.3M has been allocated to the asset management system, Maximo, which will be integrated with SAP as part of the Strategic Asset Management (SAM) program.
- Track Geometry ($13.8M) - Surfacing and realignment of 550 miles of track surface as required to meet FRA Track Safety Standards. Of the $13.8M request, $13.2M is allocated for Track Geometry in New York and the Mid-Atlantic Division.
- Track Turnouts ($14.7M) – Program involves the replacement of standard wood turnouts and associated components not currently in state of good repair. Associated components include frogs, switch points, and wood and concrete switch timbers and other track turnout material.
- Track Ballast ($2.8M) – The scope of this program is to perform work that will bring the ballast assets to a state of good repair. Examples of work performed under the program are replacement through spot undercutting and shoulder cleaning where total replacements are not needed.
- Track Drainage ($2.5M) – The scope of this program is for the renewal and replacement of track drainage assets currently not in a state of good repair. If not corrected, poor drainage

will result in slow orders and higher maintenance costs associated with the accelerated degradation of track geometry.

- Other ($3.5M) – Programs included are:
  - $1.7M - Track Crossing-Road
  - $1.8M - Track Fasteners

Interlocking Renewal $28.3M - (GCAP - $25.3M, State, Local, Other - $3.0M)

The scope of this program is to renew track structure within interlocking limits with new advanced technology, turnouts including concrete switch ties, moveable point frogs, and switches. This interlocking renewal projects will move the railroad towards a State of Good Repair by eliminating failures and reducing maintenance costs. Some of the major projects included in the program are:

- $8.0M for interlocking renewal at Landover.
- $6.0M for interlocking renewal on bridges.
- $4.0M for interlocking renewal at Ragan.
- $3.0M for interlocking renewal at Union Station.
- $7.3M for interlocking renewal at various other sites across the United States.

Equipment Purchase/Replacement $25.0M

The program involves replacement of existing equipment at the end of its useful service life. The replacement program will increase efficiency, utility and production capacity of the equipment by taking advantage of technological advances within the industry. Some of the program highlights are:

- $18.0M – Track Maintenance Equipment – Vehicle Acquisition. Includes acquisition of Tie Inserters, Tie Handlers, High Rail vehicles, Track Laying Machine Tie cars, and other Heavy roadway equipment.
- $6.0M for Track Equipment Heavy Overhauls. Includes acquisition of items such as CAT Cars, Ballast Regulators, Track Stabilizers, and Tie Handlers.
- $1.M for Advanced Technology Track Inspection System

Seattle King St. Coach Yard $13.9M

This program involves upgrades to the Seattle Maintenance Facility and increased capacity to maintain Talgo & Amtrak fleets. The program includes:

- Creation of office space, workstations and restrooms to enable employees to shift from trailers
- Construction of maintenance of equipment building which integrates Talgo's equipment maintenance, material control, back shop and welfare facilities into one building
- Connection of South end of the yard to BNSF main line and connection of wash track to the South end.
- Configure South end to accommodate sanding and fueling operations.

Freight Railroad Improvement ($3.5M)

- **Deputy Chief Engineer – Leasehold Improvements ($3.5M)** -

This scope of this program consists of contributions to host railroads for capital improvements that provide operational benefits for Amtrak, such as Metro North's Shell-at-Grade interlocking improvements.

Fire & Life Safety Program $37.2M – (GCAP - $8.5M, State, Local, Other - $26.7M)

- 1st Avenue Construction ($31.3M) – This project is located at First Avenue in Manhattan, New York and consists of reconfiguration of two shafts connecting the East River Tunnels at First Avenue. The inadequate ventilation system is being replaced with high capacity bi-directional fans that will be computer-controlled by remote location. The installation will require relocation and/or replacements of all utilities. The scope of the work includes demolition and reconstruction of the two existing Amtrak ventilation structures to house the new fans, the new utility systems and to provide a new means of tunnel egress. Upon

completion, this will allow for safe and efficient evacuation of passengers from the tunnel/track level in case of emergency, while providing adequate fire suppression and ventilation to the affected area.

- Miscellaneous Design & Construction Project ($4.8M) – Two construction projects are planned to improve communications: one will provide radio coverage in all tunnels for local Fire Department personnel, while the other (emergency tunnel phones), will provide redundant communication capability. Other construction projects involve Emergency Power systems in station and tunnels, Fire alarm system installation and SCADA system for standpipe and ventilation fans.
- NRT Ventilation Construction ($1.0M) – This project is located in Weehawken, NJ and consists of the replacement of high capacity bi-directional fans that will be computer-controlled by a remote location.

Environmental, Health, and Safety

Overview of the Department

The Amtrak Environmental Health and Safety (EHS) Department performs in three functional areas: Public Health, Environmental and System Safety (including Industrial Hygiene).

The ***Public Health*** group is responsible for Food and Drug Administration (FDA) food service and sanitation compliance, Environmental Protection Agency (EPA) drinking water compliance, passenger and employee food-borne illness investigations, Sanitation Task Force facility audits, pest control service contract management, Pandemic Flu preparation and FDA food car design.

The ***Environmental*** group supports Amtrak facilities and functions by providing both companywide and facility specific compliance guidance. Compliance activities include development and delivery of training programs, permit applications, routine inspections and monitoring, and submittal of required agency reports. The environmental audit and assessment program is a part of the Environmental Management System and is used to identify non-compliance issues and develop corrective actions to prevent these non-compliance issues from re-occurring that could lead to enforcement actions. Amtrak's Environmental Management System (EMS) is coordinated and led by the Environmental group. EMS helps Amtrak departments address environmental activities though awareness, training and outreach. Monthly interdepartmental meetings are held to discuss environmental issues and set goals for environmental improvements. Performance against goals is also tracked through the EMS. The EMS is also used to support Marketing with environmental criteria for various advertising campaigns. In addition, the Environmental group provides project management for both operating and capital projects. These projects include remediation of contamination or risk reduction projects. These projects keep Amtrak in compliance with environmental regulations and clean-up requirements and create more valuable property. Amtrak's Environmental Reserve Schedule, in compliance with GAAP, lists over $70 million in known contamination needing to be remediated over the next 5-15 years.

In addition to tracking emissions from the company's carbon footprint and helping with programs to reduce greenhouse gas emissions, the Environmental group provides support to Marketing and Government Affairs regarding sustainable practices and the environmental attributes of passenger rail travel.

The ***Safety*** group is responsible for the System Safety program, chemical product evaluation and selection, OSHA compliance, Federal Railroad Administration (FRA) safety compliance, management of Operation Lifesaver program; facility safety audits, employee exposure surveys and controls, safety training program development, and expert OSHA testimony for Claims. In addition,

the Safety group includes the Central Reporting Office, responsible for compliance with FRA injury/illness reporting, input and tracking of passenger safety incident reports and Claims support.

The total FY11 Budget request is $10M representing an increase of $1.3M compared to FY10 total Budget. The total requested headcount at the end of FY11 is 42 management employees and 3 agreement covered employees.

Base Activity:

The Environmental Health and Safety Department's FY11 base budget is $9.4M, an increase of $0.9M over FY10 budget. The FY11 budget is mainly driven by labor costs with a total of $5.1M. The remaining $4.3M of the departmental spending is related to Facilities, Communication & Office, Environmental Projects and Industrial hygiene.

A summary of FY11 changes includes the following:

- Increase in cleanup costs at the Ivy City Yard and Penn Coach Yard– which cannot be capitalized - $0.7M
- Inflation of prior year costs - $0.2M

New Activity:

A summary of FY11 new activity includes the following:

- Increase in workforce to improve public health and safety - $0.2M
- Contract with Liberty Mutual for cross functional teams to improve work place safety processes and increase Agreement employee and management cooperation - $0.1M
- Material recycling initiative to install recycling cans, bins in café and lounge cars - $0.1M
- Climate registry inventory and verification of Greenhouse Gas emissions - $0.1M

Operating Expense Summary FY09 –FY11: Environmental Health and Safety

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$3.0	$3.1	$3.3	$0.2	5.2%
Wages & Overtime	$0.2	$0.2	$0.2	($0.0)	-16.8%
Employee Benefits	$1.8	$1.8	$1.9	$0.1	6.0%
Employee Related	$0.4	$0.3	$0.3	$0.0	1.6%
Salaries, Wages and Benefits	$5.4	$5.4	$5.7	$0.2	4.4%
Facility, Communication, & Office	$0.4	$0.4	$0.4	$0.0	3.4%
Professional Fees	$0.5	$0.3	$0.4	$0.1	32.6%
Environmental and Safety	$2.5	$2.6	$3.4	$0.7	28.0%
Other Expenses	$0.0	($0.1)	$0.0	$0.1	-100.0%
Total Operating Expenses	**$8.8**	**$8.7**	**$10.0**	**$1.2**	**14.1%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$8.6**
Total FY10 New Activity	**$0.2**
FY10 Total Budget	**$8.7**

Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$0.1
Increase in cleanup costs at the Ivy City Yard and Penn Coach Yard. Investigations should be completed in FY10,	$0.7
Other	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$0.9**
Total FY11 Base Activity	**$9.4**
New Activity	
Climate registry verification	$0.1
Material recycling initiative to install recycling cans, bins in café and lounge cars	$0.1
Increase in workforce to improve public health and safety	$0.2
Liberty Mutual contract for cross-functional teams for improving work place processes	$0.1
Total FY11 New Activity	**$0.5**
FY11 Total Budget	**$10.0**

FY11 Capital Projects: Environmental Health and Safety

$in millions

ProgramTitle	Program	GCAP	State,Local&Other	TOTAL
Environmental Risk Reduction	LOS ANGELES WASTEWATER UPGR	0.3	0.0	0.3
	New Orleans Dissolve Air Flotation Upgrades	0.6	0.0	0.6
	BEECH GROVE FACILITY - WASTEWATER TREATMENT SYS RE	3.0	0.0	3.0
	New Orleans Environmental Upgrades	1.0	0.0	1.0
	Beech Grove Environmental Upgrades	0.1	0.0	0.1
	Los Angles Facility Upgrades	0.3	0.0	0.3
	Heartland Flyer Bio-Diesel Grant	0.0	0.1	0.1
	Chicago Wastewater Treatment Plant Tank Upgrades	0.6	0.0	0.6
	Wilmington Wastewater Treatment Cell/Tank Replacem	0.5	0.0	0.5
	Wilmington Maintenance Facility Stormwater Separat	0.5	0.0	0.5
	Oakland Stormwater Treatment System	0.1	0.0	0.1
	New Haven / Springfield Hazardous Materials Storag	0.1	0.0	0.1
	Prevention of Groundwater Contamination	0.3	0.0	0.3
Environmental - Future Projects	Ivy City Steam Plant Demolition/Abatement	1.6	0.0	1.6
Environmental Remediation Program	Asbestos, Lead Paint and Mold Abatements	0.7	0.0	0.7
	Penn Station Track Remediation	0.3	0.0	0.3
	SUNNYSIDE YARD OIL/PCB REMED	2.0	0.0	2.0
	Cedar Hill Remedation	0.2	0.0	0.2
	WILMINGTON MOFE FACILITY-PCB/OTHER CONTAMINANTS RE	3.8	0.0	3.8
Safety Program	Safety Hazard Reduction Initiatives	0.1	0.0	0.1
	Occupational Health (IH) Risk Assessment Database	0.5	0.0	0.5
	Safety Program	0.0	0.0	0.0
Environmental		**16.5**	**0.1**	**16.6**

Environmental Risk Reduction: $7.4M

The goal of the Environmental Risk Reduction program is to use preventive measures to mitigate potential environmental issues. The following projects are being implemented as part of this program:

- Wastewater Treatment System Upgrades/Replacements $5.0M - This includes five projects: Beech Grove ($3.0M); Los Angeles ($0.3M); Chicago ($0.6M); New Orleans ($0.6M); Wilmington Wastewater Treatment Cell ($0.5M). At the Los Angeles and Beech Grove facilities, outdated wastewater treatment system and sewers will be replaced. The current

wastewater treatment systems are over 60 years old and subject to leaks. Wastewater in the system is being diluted with groundwater complicating treatment. In addition, at Beech Grove, the sewers are very old and cross connections exist between the storm sewers and sanitary/industrial sewers. Deferral of the project exposes Amtrak to possible risks of discharging storm water to the sanitary sewer that is prohibited by the City of Beech Grove ordinance. This continued discharge could result in fines and other legal actions. In Chicago, New Orleans, and Wilmington the waste water treatment projects will upgrade the existing outdated or failing systems necessary to comply with discharge permit limits.

- Environmental Upgrades $1.4M - This includes three projects. New Orleans Environmental Upgrades, $1.0M,), Beech Grove Environmental Upgrades ($0.1M), and Los Angeles Upgrades ($0.3M). Beech Grove project involves removal and replacement of two polychlorinated biphenyl (PCB) transformers with non-PCB equipment and refinishing of the cracked floor in the hazardous waste storage area with chemical resistant coating. Upgrades at the New Orleans facility include design and construction of a new fueling system at the maintenance facility. In Los Angeles, we will upgrade the S&I locomotive oil drain to standardize drain hole plug fittings to standard cam lock fitting and modification of the Material Control Building Storage to accommodate storage of hazardous materials.

- Storm water Treatment Systems $0.6M – This program consists of two projects, which are the Wilmington Maintenance Facility Storm Water Separation ($0.5M) and the Oakland Storm Water Treatment System replacement ($0.1M). The Wilmington Maintenance Facility Storm water separation project involves several items associated with the separation of Storm Water from the Wilmington facility industrial wastewater (IW) pretreatment system: (1) there are several locations where drains are tied to the IW system simply as a means for secondary containment will be re-routed to the locomotive yard storm drain system. This type of storm water discharge is prohibited by city of Wilmington ordinance. In addition, the OWS will capture petroleum residues from the Locomotive Yard which are currently discharged without treatment in some locations. (2) A trough drain behind the Locomotive Shop which is currently tied to the IW system will be rerouted to an adjacent storm drain. (3) A drain at the base of the Powerhouse basement ramp currently collects a large volume of water via roof and surface runoff. This drain is currently tied to the IW system, and will be re-directed to the storm water conveyance system. The Oakland, CA Storm Water treatment system replacement project covers design and installation of a storm water treatment system capable of preventing a significant diesel or oil release into a storm water discharge system. Tankers fill bulk engine oil aboveground storage tanks (ASTs) adjacent to several storm water inlets. Any fuel or oil spill would discharge into the City of Oakland's storm sewer system under 3rd and Linden Streets and flow into the San Francisco Bay which is less than 0.5 mile away.

- Hazardous Material Storage $0.1M – This program consists of one project, which is the New Haven/Springfield Hazardous Materials Storage ($0.1M). The project involves construction of storage areas or installation of chemical storage sheds to store flammable materials at various locations. Currently, the materials (oils, gasses, soaps, cleaners and/salt) used in these facilities are stored outside in a non secure environment and are exposed. This project will assist Amtrak in complying with regulations requiring proper storage of hazardous materials, and avoid monetary penalties due to non-compliance.

- Prevention of Groundwater Contamination $0.3M – Project is to upgrade existing underground tanks and separators which are at the end of their useful life or present a threat to contaminating the groundwater through leakage. The tanks will be upgraded or replaced with aboveground tanks when possible except where prohibited by local regulation or impracticability.

Environmental Remediation Program: $8.6M

Environmental remediation involves cleanup at work sites due to a Court or Administrative Order. In FY11, Amtrak plans to spend $8.6M on environmental remediation projects with proposed spending of $41.5M in FY11-15 to meet Court or ordered clean ups. The various projects being undertaken as part of this program include:

- Ivy City Steam Plant Demolition/Abatement $1.6M – The Ivy City steam plant is in poor condition and some structural elements are beginning to fail. There is the risk that the building could topple and it poses a risk to employees who work nearby. Should there be structure failure prior to abatement, costs could significantly increase.

- Sunnyside Yard Oil/PCB Remediation $2.0M – Train operations continuing until the1970's caused polychlorinated biphenyl (PCB) and diesel fuel releases at Sunnyside Yard which contaminated the subsoil. Amtrak and New Jersey Transit trains (NJT) signed a consent order with the New York State Department of Environmental Conservation (NYSDEC) to cleanup the soil in order to reduce potential PCB exposure to employees. The project involves the continuation of ongoing remediation of contaminated subsoil and groundwater as per NYSDEC orders. The property is divided into 6 Operable Units (OU) for remedial actions and OU's 1 and 2 have been completed. In FY11, remediation work on OU 3 and 4 will be continued and remedial action plan developed and approved for OU 6. Proposed spending on this project in FY11-15 is $10M.

- Wilmington Facility Remediation $3.8M - This project encompasses remediation of PCB and other contaminants and initiating erosion control measures at the Wilmington maintenance facility. The soil at the facility is contaminated with PCBs and petroleum. PCBs can be potentially transported offsite via erosion to surrounding surface water bodies, impacting the aquatic life. Amtrak signed a Voluntary Cleanup Agreement (VCA) with Delaware Department of Natural Resources and Environmental Control (DNREC) and is legally obligated to perform this work. Total spending on this project in FY11-15 is projected to be $15.7M.

- Cedar Hill Remediation $0.2M - This project involves removal and backfill of PCB contaminated soil in some track areas at this CT facility. Soil investigation has been completed and a report summarizing the findings of the investigations is being developed. Remedial action work plan was prepared in FY09 and remediation work will be initiated and completed in FY11. Total spending on the project is $1.7M and is expected to be completed in FY11.

- Asbestos, Lead Paint and Mold Abatements $0.7M - As part of multi year initiative, asbestos, mold and lead paint will be removed or remediated during construction projects, as they are encountered. Many of the facilities inherited by Amtrak have asbestos containing materials (ACM) and lead based paint. As part of Federal, state and local regulations, ACM must be abated prior to construction or demolition activities. Mold findings have occurred in facilities occupied by Amtrak employees or at Stations with water leak issues.

- Penn Station Track Remediation $0.3M – Remediation and track replacement in PCB contaminated areas to prevent exposure of employees and passengers. Total spending on the project is expected to be $1.6M and is expected to be complete by FY14.

Safety Program: $0.6M

Amtrak plans to spend a total of $0.6M in FY11 on safety programs to improve safety by reducing risk and increasing compliance at work sites and address gaps in Amtrak's reporting capabilities to

external customers. Two projects, Occupational Health (IH) Risk Assessment Database and Safety hazard Reduction Initiatives are part of the Safety program.

Occupational Health (IH) Risk Assessment Database $0.5M – We will solicit vendor proposals for a searchable database for employee and workplace exposure data that would allow the data to be evaluated to identify workplace hazards that are of significant concern as they could lead to occupational illnesses. The database would be a repository for all exposure data relating to airborne chemical and physical (e.g., noise and heat) hazards that may lead to occupational illness. The database is a tool for evaluating employee exposure trends, for identifying and quantifying workplace hazard exposures, and for providing historical exposure overviews for individual employees, job classifications, work locations, Departments, etc.

Safety Hazard Reduction Initiatives ($0.1M) - Amtrak initiated a multi year safety hazard reduction program that utilizes cross functional management and craft teams to evaluate and address potentially high risk activities at Amtrak facilities or worksites. The goal of the project is to eliminate or reduce potential hazards by modifying equipment and facilities or utilizing new technologies. The project will assist in complying with both Federal and state regulations in addressing potentially hazardous activities that can contribute to passenger and employee injuries.

Finance

Overview of the Department:
The Finance Department is comprised of the CFO Staff, Treasury, Controller (Corporate Accounting, Payroll, Capital Accounting, Accounts Receivable, and Accounts Payable), Financial Analysis, and Financial Planning functions. In addition to the operating costs of these departments, the Finance operating expense budget contains significant costs for the company as a whole that are not directly attributable to any single department. Of the FY11 Finance operating budget of $266.3M, only $41.6M (15.6%) is for departmental costs; the remaining $224.7M (84.4%) is for general Amtrak expenses, most notably the cost of electric power for propulsion of the electric locomotive fleet in the NEC, expenses incurred for ticket sales using credit cards, property and liability insurance, financing related costs, and bank and armored car fees.

Base Activity:
The FY11 base budget request is $263.5M an increase of $29.3M or 12.5% over the FY10 budget. Nearly all of this increase - $27.4M – is for an increase in electric propulsion power costs that are anticipated due to the renewal of the contract with PECO. The current agreement, which contains very favorable pricing, expires in December 2010. The only other significant change is an additional $2.1M of credit card commissions on the increasing revenue budget. FY11 finance headcount remains unchanged from FY10.

New Activity:
FY11 budget contains $2.9M of costs from new activity. The new Metrolink commuter operating agreement is expected to add $2M to insurance costs, and incremental revenue from initiatives will add $0.7M in credit card commissions. $0.2M is provided for Amtrak's utility conservation program.

Finance - Operating Expenses Summary FY09-FY11

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Salaries	$13.2	$15.2	$15.3	$0.1	0.7%
Wages & Overtime	$4.7	$4.8	$4.7	($0.1)	-2.5%
Employee Benefits	$9.4	$10.7	$11.0	$0.3	2.5%
Employee Related	$0.3	$0.5	$0.4	($0.1)	-12.9%
Salaries, Wages and Benefits	$27.5	$31.2	$31.4	$0.2	0.6%
Fuel, Power, & Utilities	$102.6	$117.1	$144.6	$27.4	23.4%
Facility, Communication, & Office	$2.5	$2.7	$2.7	($0.0)	-0.5%
Advertising and Sales	$33.0	$35.1	$37.4	$2.3	6.5%
Casualty and Other Claims Total	$0.1	$0.2	$0.2	($0.0)	-4.0%
Professional Fees	$5.3	$7.5	$6.5	($1.0)	-13.4%
Data Processing Services and Supplies	$0.9	$0.7	$0.9	$0.1	17.8%
Financial	$37.9	$41.1	$42.8	$1.6	4.0%
Expense Transfers	$0.1	$0.0	$0.0	$0.0	0.0%
Other Expenses	$0.0	($0.4)	$0.0	$0.4	-100.0%
Total Operating Expenses	**$209.9**	**$235.3**	**$266.3**	**$31.1**	**13.2%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$234.2**
Total FY10 New Activity	**$1.1**
FY10 Total Budget	**$235.3**
Changes to Base Activity	
Increases in cost of electricity for propulsion of electric locomotives in NEC due to renewal of PECO contract	$27.4
Reduction in base insurance costs	($0.6)
Increase in cost for letters of credit for PEDFA bonds due to tight credit market	$0.3
Professional Fees - PRIIA requirements for debt & capital lease restructuring not recurring in FY11	($0.5)
Credit card fees on incremental revenue	$2.1
Other	$0.5
Base Activity Increase/(Decrease) from Prior Year	**$29.3**
Total FY11 Base Activity	**$263.5**
New Activity	
Credit card fees on incremental Initiative revenue	$0.7
Insurance costs for new Metrolink commuter service	$2.0
Other	$0.2
Total FY11 New Activity	**$2.9**
FY11 Total Budget	**$266.3**

Finance - FY11 Capital Projects

$in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL / OTHER	TOTAL
Energy Efficiency	Install High Efficiency Lighting at Mechanical Facilities	$2.1	$0.0	$2.1
	Replace Wilmington Maintenance Facility Heating System	$0.3	$0.0	$0.3
	Replace Underground Air System – Ivy City	$0.1	$0.0	$0.1
	Lighting and HVAC Control Project	$0.1	$0.0	$0.1
	Chicago Union Station - Steam Plant Replacement Study	$1.1	$0.0	$1.1
Financial Management	AP – Document Imaging Replacement	$1.5	$0.0	$1.5
Credit Card Efficiency	Credit Card Interchange Reduction Costs	$0.3	$0.0	$0.3
	Credit Card Terminals for Conductors	$0.5	$0.0	$0.5
	Total Finance	**$5.9**	**$0.0**	**$5.9**

Energy Efficiency $3.7M

- Install high efficiency lighting at Mechanical facilities $2.1M: This project continues the work commenced in FY 2010 to install high efficiency lighting at mechanical facilities and shops. This project will replace old HID lighting fixtures with fluorescent technology that will produce higher quality light at a lower overall cost.

- Replace Wilmington maintenance facility heating system $0.3M: This project proposes to replace the heating system at Wilmington Maintenance Facility. In FY 2011, a preliminary design will be performed to facilitate the replacement of the centralized steam plant within the Wilmington mechanical facility with a new, high efficiency point-of-use heating system.

- Replace underground air system – Ivy City $0.1M: The underground air system within Ivy City yard has various leaks which causes machinery to be over-worked and results in frequent service disruptions. These leaks also cause the use of additional electricity expense and more frequent change-out of machinery due to being overworked. This project will continue and complete the work commenced in FY 2010 to replace the underground piping systems.

- Lighting and HVAC control $0.1M: Install lighting, heating and HVAC control systems at high usage locations. HVAC at most Amtrak locations is not effectively or centrally controlled resulting in unnecessary utility expense. This project will facilitate the installation of these control systems that will allow the more efficient use of utility expenses at these major locations. In FY11, installations will occur at high usage locations not covered during FY 2010.

- Chicago Union Station – Steam Plant replacement study $1.1M: Amtrak currently operates a steam plant at Chicago Union Station that is outdated, inefficient and expensive to operate. It has been decided that Amtrak should shut down the steam plant and convert its building and needs at Chicago Union Station to point-of-use heating and steam systems to eliminate the capital investment needs of the existing steam plant. In FY11, this project will build on the design work accomplished in FY2010 and begin the construction of point-of-use facilities to replace the outdated inefficient steam plant.

Financial Management $1.5M

- AP Document imaging replacement $1.5M: This capital project supports achieving the corporate initiatives of standardizing on SAP Financials (SAM Initiative) and an enterprise document management system (Documentum capital project). The purpose of this project is to procure services, facilitate the replacement of Amtrak's current document imaging/management/workflow processes, and develop interfaces between SAP,

Documentum, eTrax, EDIs and other accounts payable related systems. This request will also include the purchase of a fax server system that will allow accounts payable to receive invoices via fax and costs associated with the document conversion of historical financial documents.

Credit Card Efficiency $0.8M

- Credit Card Interchange reduction costs $0.3M: The purpose of the project is the modernization of Amtrak's credit card processing systems in order to comply with payment card industry requirements, reduce Credit Card Interchange costs, and be consistent with other Amtrak projects to update financial and ticketing systems. This project contributes to making Amtrak Safer because it improves the protection of credit card information from fraud, crime, and theft.

- Credit Card Terminals for Conductors $0.5M: This is a continuation of projects, started in FY2007 and FY2008, to develop and deploy wireless credit card devices on-board for food & beverage and ticket sales. There are more than 2,500 devices now deployed and software updates are required to incorporate changes required by credit card companies, new IT requirements, new functionality, and new payment card industry requirements. This project supports Amtrak's Healthier initiatives because it continues to improve upon technology investments and it maximizes employee productivity and customer satisfaction.

Government Affairs and Corporate Communications

Overview of the Department

The Government Affairs and Corporate Communications Department is divided into three functional areas: Government Affairs, Corporate Communications and Great American Stations.

Government Affairs: Federal grants account for almost half of Amtrak's overall budget. The Department provides Congress and the Administration with funding requests and documentation required to support the requests; prepares for related hearings before House and Senate Appropriations Committees; responds to follow-up questions from the Committees. The Department makes annual legislative requests and follows through with appropriate Congressional staff at each stop of the way. When multi-year reauthorization bills are in play, the Department provides Congress and the Administration with information relating to reauthorization proposals; prepares for related hearings before the House Transportation and Infrastructure and Senate Commerce Committees; responds to follow-up questions from the Committees.

The Department educates Congressional staff and advocacy groups who wish to advance Amtrak's legislative agenda and convenes regular, related meetings. It also represents Amtrak at meetings and hearings at all levels of government and regularly meets with local officials in Amtrak communities. The Department responds to external and internal inquiries, provides written responses for the signature of the CEO and Board Members, prepares speeches and presentations, and assists with public officials' travel arrangements.

Corporate Communications: Employee and Customer Communications prepares and issues the Annual Report, produces the monthly Amtrak Ink employee newspaper, produces the annual Amtrak wall calendar, provides content for the on-board Arrive magazine, issues weekly employee advisories, issues service-related customer advisories for posting in stations and on trains. Media Relations responds to media inquiries, prepares news releases and statements, organizes public events, and assists with journalists' travel arrangements.

Great American Stations: This group creates new content for and maintains the Great American Stations website, an Amtrak project that educates local officials and the public about the benefits of station improvements and the importance of ADA compliance projects at stations and how Amtrak can help advance such projects. It also performs outreach to station communities, including through two annual "Civic Conversations," regional conference of local officials and Amtrak officials to discuss station projects.

The requested headcount at the end of FY11 is 40 compared to 34 at the end of the FY10.

Base Activity:

Government Affairs' FY11 base budget is $6.7M, an increase of $1.1M over FY10 Budget. Salaries and benefits typically make up more than 80% of the budget. A summary of FY11 changes includes the following:

- ❑ Increase in headcount for growing relationships with key national and state-based governmental, transportation, business, labor, environmental, and disability organizations to meet the growing needs of the Corporation's external partners. $1M.
- ❑ Other $0.1M

Operating Expense Summary FY09 –FY11: Government Affairs

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Salaries	$2.7	$3.0	$3.6	$0.6	20.9%
Employee Benefits	$1.5	$1.6	$2.0	$0.4	22.6%
Employee Related	$0.1	$0.1	$0.2	$0.1	53.9%
Salaries, Wages and Benefits	$4.3	$4.8	$5.8	$1.1	22.4%
Facility, Communication, & Office	$0.3	$0.4	$0.4	$0.0	2.7%
Advertising and Sales	$0.0	$0.1	$0.1	($0.0)	-0.7%
Professional Fees	$0.2	$0.4	$0.3	($0.1)	-28.2%
Data Processing Services and Supplies	$0.1	$0.0	$0.0	$0.0	75.9%
Other Expenses	$0.0	($0.1)	$0.0	$0.1	-100.0%
Total Operating Expenses	**$4.9**	**$5.6**	**$6.7**	**$1.0**	**18.6%**

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$5.6**
Changes to Base Activity	
Increase in headcount for maintaining and growing relationships with key national and state-based governmental, transportation, business, labor, environmental, and disability organizations to meet the growing needs of the Corporation's external partners.	$1.0
Other	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$1.1**
Total FY11 Base Activity	**$6.7**
FY11 Total Budget	**$6.7**

Human Resources and Diversity Initiatives

Overview of the Department

The role of the Human Resources and Diversity Initiatives department is to partner with managers in developing, implementing and administering strategies that maximize business performance while sustaining an organizational climate that supports workforce inclusion, employee satisfaction and productivity. In order to achieve this objective Human Resources is organized by the following key functions:

- Recruitment and staffing including employment testing and evaluation
- Employee Relations and Employee Shared Services
- Compensation Management; Retirement Administration; Health and Welfare benefits administration
- HR Technology
- Health Services and Employee Wellness; Employee Assistance Programs
- Workforce Development Services including training and learning management
- Career Management; and Employee Recognition and Services
- Diversity Outreach and Initiatives
- Dispute Resolution
- Strategic Workforce Planning including human capital management, workforce analytics and succession planning.

The FY11 total budget request is $26.7M representing an increase of $0.7M compared to FY10. The total budgeted headcount in FY11 is 186 management employees, 1 agreement covered employee and 2 training resource employees.

Base Activity:

The Human Resources and Diversity group's FY11 base budget is $26.6M, an increase of $0.6M over FY10. A summary of FY11 changes includes the following:

- Expansion of wellness program and upgrades to the service award plan $0.4M
- Inflation of prior year including labor contract requirements and employee benefits allocation $0.3M
- Decrease in professional fees as a result of system upgrades ($0.2M)
- Increase in rent expenses related to office space in Wilmington for the Shared Service Delivery Model program $0.2M
- Decrease in Data processing & services related to IT absorbing the annual maintenance cost of Pension Administration and Performance Management Systems ($0.1M)
- Other increases $0.1M

New Activity:

New activity for FY11 includes travel, supplies and meeting expenses related to the Amtrak Leadership Institute $0.1M. The leadership program is designed to address identified competency gaps and provide critical tools required to increase overall operational performance of entry-level managers, intermediate level managers and senior or advanced levels of management. The program will also include managerial coaching to improve performance.

Amtrak will launch a structured wellness program that is designed to reduce or minimize health cost by taking a proactive approach to health and wellness. The program will include health risk assessments and health education and training.

Operating Expense Summary FY09 –FY11: Human Resources

				FY11 Incr/(Decr) vs FY10	
$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	$	%
Salaries	$11.8	$12.5	$12.5	($0.0)	-0.1%
Wages & Overtime	$0.1	$0.1	$0.1	$0.0	30.0%
Employee Benefits	$6.5	$6.9	$7.1	$0.1	2.0%
Employee Related	$3.3	$3.0	$3.5	$0.5	16.3%
Salaries, Wages and Benefits	$21.8	$22.5	$23.2	$0.7	2.9%
Fuel, Power, & Utilities	$0.0	$0.1	$0.0	($0.0)	-64.3%
Facility, Communication, & Office	$1.7	$1.8	$2.2	$0.3	17.9%
Advertising and Sales	$0.1	$0.1	$0.1	$0.0	9.0%
Professional Fees	$1.0	$1.3	$1.1	($0.2)	-17.5%
Data Processing Services and Supplies	$0.4	$0.2	$0.0	($0.1)	-82.0%
M of W Services	$0.1	$0.1	$0.1	$0.0	4.6%
Other Expenses	$0.0	($0.1)	$0.0	$0.1	-100.0%
Total Operating Expenses	**$25.0**	**$26.0**	**$26.7**	**$0.7**	**2.7%**

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$26.0**
Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$0.2
Change in Base Core Employee Benefits Allocated	$0.1
Decrease in Professional Fees directly related to SAP managing Medical Leave Absence and updates on the	($0.2)
Decrease in Data Processing & Services related to IT absorbing the cost of Pension Administration and Performance Management Systems	($0.1)
Increase in Employee Related expenses related to increased spending for the expansion of the Wellness Program as outlined by the departments strategic plan in addition to a shift in the service award plan to include the same types of gifts for agreement a	$0.4
Increase in Rent related to office space in Wilmington for the Shared Service Delivery Model program	$0.2
Other increases	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$0.6**
Total FY11 Base Activity	**$26.6**
New Activity	
Amtrak Leadership Institution Program	$0.1
Total FY11 New Activity	**$0.1**
FY11 Total Budget	**$26.7**

Information Technology

Overview of the Department:

The Information Technology Department (IT) provides the information and technology tools required by the enterprise to safely and reliably provide rail passenger services and meet Amtrak's business partners' needs. The department's mission is to provide IT leadership as part of a high-performing management team that achieves superior business results. IT's primary goal is to partner with Amtrak's business units to successfully deliver key strategic initiatives and projects with a focus on business objectives, teamwork, and customer service. The department is organized with three Group Information Officers aligned to support the following areas: Enterprise Resource Planning, Marketing & Product Management, and Operations. There are also four Information Technology Officers aligned to the business and supporting teams for Architecture, Technology Operations, Information Security, and Program Management.

The authorized headcount in FY11 is 282 in operating and 87 in capital projects. Although the authorized operating headcount will remain unchanged in FY11 there will be some realignment between departments.

Base Activity:

The FY11 base budget request is $151.8M with initiatives of $14.6M for a total budget request of $166.4M. The budget request is mainly driven by labor costs, communications, and contracted services costs. The FY11 base request is an increase of $2.9M over FY10 base and $3.1M overall increase. A summary of FY11 changes includes the following:

- Inflation of prior year Salary, Wages and labor contracts - $2.0M
- Adjustment to Salaries and Benefits for new application support initiative – ($1.7)
- Change in Base Employee Benefits & FELA - $0.5M
- Changes to outsourced technology services - $1.5M
- Increase in Communications (teleconferences, web meetings) - $0.4M

- Point of Sale (POS) system support transferred from Marketing - $0.9
- Support for Amtrak operating departments – ($1.5M)
- Other and miscellaneous items - ($0.9M)

New Activity:

Amtrak seeks to transform key information technology and telecommunications operations and systems of the company to implement best practices, enhance disaster recovery capabilities, and optimize operations performance. To this end, the IT Department, in conjunction with the Procurement Department, engaged in a significant initiative known as the Information Technology Infrastructure Improvement (ITII) program. This program began in FY08 and will be concluded by FY11. The request for this initiative in FY11 is $12.9M. In addition we also have a new initiative to increase support for the Operating Departments' applications and users of SAP (currently HR/Payroll and starting in FY11 SAM). This new initiative is estimated to cost $1.7 million which bring the total new initiatives to $14.6M which is distributed as follows:

- One time transition costs related to resourcing the data center and network service providers $2.3M
- Decreased salaries and benefits due to new outsourcing contract. ($1.9M)
- Increased salaries and benefits for expanded SAP and Operations Departmental applications support $1.7M
- Full year expense for 2nd Data Center, increased capacity, and improved service levels $12.1M
  (increase is for second data center to provide disaster recovery, increase of service levels for key stations, operations facilities and headquarter – Gold, Silver Bronze designation, includes both workstations and network connections)
- Other $0.5M

Operating Expenses Summary FY09 - FY11: Information Technology

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$21.8	$22.9	$22.4	($0.6)	-2.4%
Wages & Overtime	$0.3	$0.3	$0.3	$0.0	3.0%
Employee Benefits	$12.0	$12.7	$12.7	($0.1)	-0.4%
Employee Related	$1.3	$1.7	$1.6	($0.2)	-11.2%
Salaries, Wages and Benefits	$35.5	$37.8	$37.0	($0.8)	-2.1%
Facility, Communication, & Office	$40.3	$32.8	$32.9	$0.1	0.2%
Professional Fees	$0.7	$0.5	$0.3	($0.1)	-27.1%
Data Processing Services and Supplies	$79.6	$93.7	$97.7	$4.0	4.3%
Other Expenses	$0.0	($1.5)	($1.5)	($0.0)	1.3%
Total Operating Expenses	**$156.2**	**$163.3**	**$166.4**	**$3.1**	**1.9%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$148.9**
Total FY10 New Activity	**$14.4**
FY10 Total Budget	**$163.3**

Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$2.0
Adjustment in salaries & benefits for new applications support initiative	($1.7)
Change in Base Core Employee Benefits Allocated	$0.5
Changes to outsourced technology services	$1.5
Increases in communications (lines, teleconferences, webmeetings)	$0.4
Point of Sale (POS) system support transferred from Marketing & Product Management	$0.9
Support for Amtrak operating departments	($1.5)
Other	($0.9)
Base Activity Increase/(Decrease) from Prior Year	**$3.0**
Total FY11 Base Activity	**$151.8**
New Activity	
One time transition costs related to resourcing the data center and network service providers	$2.3
Decreased salaries and benefits due to new outsourcing contract.	($1.9)
Increased salaries and benefits for expanded SAP and Operations Departmental applications support	$1.7
Full year expense for 2nd data center, increased capacity, and improved service levels.	$12.1
Other	$0.5
Total FY11 New Activity	**$14.6**
FY11 Total Budget	**$166.4**

Capital Projects - Information Technology

$ in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL/OTHER	TOTAL
Cyber Information Security	Information Security Infrastructure Upgrades & Enhancements	$ 0.2	$ -	$ 0.2
Enterprise Resource Planning	SAP Employee Information Management (EIM)	8.9	-	8.9
	Employee Communication Portal	0.3	-	0.3
	Enterprise Project Accounting Management	0.3	-	0.3
	IT Enterprise Test Tool Environment	0.6	-	0.6
	Strategic Asset Management Enterprise (SAM)	80.0	-	80.0
	IT Executive Dashboard	0.6	-	0.6
	Enterprise Portfolio & Project Management Discovery & Implementation	0.2	-	0.2
IT Architecture	Train Communication Enterprise Service (TCE) Implementation	1.5	-	1.5
	Company Wide Application Integration	1.0	-	1.0
	Marketing & Product Management - Information Reporting	0.5	-	0.5
	Reservation Ecosystem Next Generation Program	17.0	-	17.0
	Enterprise Business Intelligence	0.5	-	0.5
	Enterprise Architecture Refresh	0.5	-	0.5
	Enterprise Data Warehouse	2.0	-	2.0
IT Infrastructure	PC & Field Systems - State of Good Repair	7.0	-	7.0
	Applications Server & Storage - State of Good Repair	0.7	-	0.7
	Network Redesign & Expansion	1.0	-	1.0
	Network Service Level Monitoring & Reporting	0.4	-	0.4
Other Programs	Migration/Replacement Labor Management System Application	9.7	-	9.7
	CLAIMS Enhancements	1.9	-	1.9
	Mechanical Dashboard Enhancements/Deployment	0.7	-	0.7
	Enterprise Documentum Infrastructure Upgrade	0.7	-	0.7
TOTAL INFORMATION TECHNOLOGY		**$ 136.0**	**$ -**	**$ 136.0**

Cyber Information Security $0.2M

- Information Security Infrastructure Upgrades & Enhancements $0.2M - this is a multi-year project for ongoing enhancement and refresh of Amtrak's information security program and technology components. It will improve Amtrak's ability to ensure confidentiality, integrity, and availability of Amtrak's critical infrastructure systems. It also involves the safeguarding of customer transaction information. Failure to complete this project may result in the failure to quickly identify and respond to vulnerabilities in Amtrak's information technology infrastructure and non-compliance with regulatory and legal requirements.

Enterprise Resource Planning $90.9M

- SAP Employee Information Management (EIM) - $8.9M - the employee information management plan calls for building on the core human resources/payroll SAP capabilities that were deployed in December 2006 and Phase II and III deployed in 2009 and 2010. This will enable Amtrak to achieve positioning in the 75th percentile of human resources best practices as measured against firms of comparable size in comparable industries. The FY11 request is a cross over of the fourth phase FY10 implementation of the plan for final deployment.
- Employee Communication Portal - $0.3M - the intent of this project is to provide employees with access to their Human Resources information through the web at anytime without logging into an Amtrak network. This will provide all employees, regardless of geographic location and access to computers readily available information such as up-to-date policy procedures and labor agreements.
- Enterprise Project Accounting Management - $0.3M - the intent of this project is to implement a software application to automate charging of information technology expenses to proper capital projects which replaces the current manual accounting process.
- IT Enterprise Test Tool Environment - $0.6M - the intent of this project is to create one common unified test environment to replace the various unique test environments and allow testing of any system to be done in a consistent environment.
- Strategic Asset Management Enterprise (SAM) - $80.0M - this project integrates key operational, financial, and human resources business processes and replaces core outdated financial, work management, and other systems. Specific models to be implemented as part of this multi-year project are: all financial applications replacing an outdated mainframe application with SAP financials, procurement, management and maintenance of rolling stock assets, and management and maintenance of infrastructure assets.
- IT Executive Dashboard - $0.6M – the project involves the creation of an automated environment for IT KPI/metrics that can be published externally and internally on a scorecard and tracked for progress.
- Enterprise Portfolio & Project Management Discovery & Implementation - $0.2M – the project focuses on the performance of an independent enterprise end-to-end assessment of processes, policies, tools, and templates associated with Amtrak's IT Project and Portfolio Management, project execution, talent management, and business engagement.

IT Architecture $23.0M

- Amtrak Information Modernization - $6.0M - the purpose of this program is to design common data structures and sources that can be used in various applications so all information is derived from a consistent location. Projects included in this program are: Train Communications Enterprise $1.5M, Company-Wide Application Integration $1.0M, Marketing & Product Management Information & Reporting $0.5M, Enterprise Business Intelligence $0.5M, Enterprise Architecture Refresh $0.5M and Enterprise Data Warehouse $2.0M.
- Reservations Ecosystem Next Generation - $17.0M - the purpose of this project is to replace and modernize the reservation, ticket, sales, and train operations systems. This involves the re-write of the Arrow reservation system to a modern platform for reservations, sales, and ticketing that will be flexible and highly reliable; improve the ability to share critical business information with internal and external stakeholders; and improve the ability to respond to emerging travel industry standards and needs of state sponsored services.

IT Infrastructure $9.1M

- This is an ongoing program to refresh and expand the IT core infrastructure to ensure reliability standards are met, including network, servers, and workstations. The scope for FY11 includes: refresh network, servers, and storage infrastructure not covered by the new outsource contract; refresh workstations on a three year cycle; acquire hardware to stage in field to improve response time to failures; and replace key IT equipment used in field system and Quik-Trak kiosks. Projects included on this program are: PC and field systems state of good repair $7.0M, application server and storage state of good repair $0.7M, network redesign and expansion $1.0M, and application/network service level monitoring and reporting $0.4M.

Other Programs $13.0M

- Migration or Replacement of Labor Management System Application - $9.7M - modernizes and replaces an obsolete scheduling and pay calculation system used for On Board Services and Train and Engine crew management. The replacement provides an integrated, flexible, rules driven and maintainable capability. By implementing a modern solution that integrates with SAP and other transportation systems, this project will reduce the risk of dependence upon obsolete technology and loss of institutional knowledge.
- Claims Enhancements - $1.9M - the intent of this project is to provide reliability and reporting capabilities for compliance with FRA reporting regulations and increase communication related to claims within the Amtrak departments.
- Mechanical Dashboard – Enhancements/Deployment - $0.7M - the intent of this project is to deploy a total of 100 floor shop production status displays with real time information about the current state of the system relative to planned levels.
- Enterprise Documentum Infrastructure Upgrade - $0.7M - continue the implementation of the Documentum system across the operating departments. The Mechanical department will use this system to support scanning, indexing, and retrieval of over 1 million documents.

Labor Relations

Overview of the Department

Labor Relations is comprised of two functions: Labor Relations and Operation RedBlock.
The ***Labor Relations*** *department*, headed by the Vice President, negotiates labor contracts with the fourteen unions and two councils representing Amtrak employees and serves as the final authority in labor contract interpretations, appeals and arbitrations of discipline and grievance cases. It provides research, planning support, training and advice on all matters bearing on management and employee rights under twenty-four labor contracts, and serves as liaison between Amtrak management and system level union leaders in the development, communication, and implementation of company-wide initiatives to improve the business and the satisfaction level of employees. Total authorized headcount for this function is thirty-three management positions.

Operation Redblock is a union/employee led effort to educate employees in the identification and prevention of drug and alcohol use in the workplace. This is a professionally supported, peer led effort with organized education and prevention activities and committees which include organized labor, employees and management (126 teams, 13 committees usually meeting quarterly). Additional activities include employee intervention in critical incidents (CARE) and continuing care/follow-up for high risk, recidivism cases. Total authorized headcount for this function is four management and three union covered positions (1 management position reimbursable).

Base Activity:

The FY11 budget request is $5.1M compared to the FY10 budget of $4.9M an increase of $0.2M. Salaries and benefits constitute the majority of the departmental spending (89%). A summary of FY11 changes includes the following:

- Increase of travel expenses related to Operation Red Block program - $0.1M
- Other increases - $0.1M

New Activity:

- *Labor Relations* – New activity in FY11, and beyond includes:
  - Completion of new wage and rule agreements, as appropriate (open 1/1/10);
  - With HR, let for bid the union employee medical plan disease management program (1/1/10), and medical plan (2011 or after);
  - Roll-out employee wellness pilot initiative;
  - Develop advanced charging officer training.

- *Operation RedBlock* – New activity in FY11 and beyond will include:
  - Completion of company-wide, union and executive led communication of Operation RedBlock ("Blitz") coincident with 20 year anniversary;
  - Provide additional Critical Assistance Response Employee (CARE) training;
  - Continued roll-out of Youth-in-Workplace (18-29 year olds) activities (complete surveys, Personal Responsibility, Education and Values Training (PREVENT) and mentorship program).

Operating Expense Summary FY09 –FY11: Labor Relations

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$2.3	$2.6	$2.6	$0.0	0.0%
Wages & Overtime	$0.2	$0.2	$0.2	$0.0	3.0%
Employee Benefits	$1.4	$1.5	$1.5	$0.0	2.3%
Employee Related	$0.3	$0.3	$0.4	$0.1	42.9%
Salaries, Wages and Benefits	$4.1	$4.5	$4.7	$0.2	3.6%
Facility, Communication, & Office	$0.2	$0.3	$0.3	$0.0	2.9%
Other Expenses	$0.0	($0.0)	$0.0	$0.0	-100.0%
Total Operating Expenses	**$4.4**	**$4.9**	**$5.1**	**$0.2**	**3.7%**

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$4.9**
Changes to Base Activity	
Additional expenses related to increased travel associated with Red Block program development	$0.1
Other	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$0.2**
Total FY11 Base Activity	**$5.1**
FY11 Total Budget	**$5.1**

Marketing and Product Development

Overview of the Department

The Marketing and Product Development Department (M&PD) drives Amtrak ridership, ticket revenue, and market share through integrated marketing and sales capabilities and a constant focus on increasing customer satisfaction through targeted product and service improvements. Major departmental functions include sales distribution/customer service, marketing and sales promotion, food & beverage service delivery, market research/analysis, pricing/revenue management, and product development. M&PD budgeted headcount at the end of FY11 is 1,265 (277 management, 988 agreement), with operating expenses of $283.3M. Major operating expense drivers of the department include advertising and promotional costs, contract management and provisioning costs for Food & Beverage service, wages and benefits for the reservation/sales call centers, and departmental salaries. These four categories comprise approximately 90% of the total departmental budget.

Meeting the new customer satisfaction and route performance targets mandated by PRIIA in Section 207 and route performance improvement plans in Section 210 will be supported by the Product Development, Market Research &Analysis, and Product Planning & Business Strategy groups in collaboration with the Operations department and Policy & Development. Targeted metrics as defined under PRIIA Section 207 for financial/operating, OTP and train delays and customer satisfaction will be the focus of management actions to improve and expand passenger rail services. Further, M&PD will continue to support in depth customer research program implemented in FY10 to evaluate the customer experience and assess customer expectations. This program will enable more comprehensive product development based on up to date extensive qualitative and quantitative data gathered in five discreet research areas.

Continued investments to leverage marketing capabilities will be critical to meeting top line objectives; these will focus on building loyalty (increasing repeat ridership) from the existing customer base and stimulating trial to attract new riders from competing travel modes. Maintaining Amtrak's air/rail market share in the NEC above 60% in the Washington-New York market and above 50% in the New York-Boston market will remain a key objective, as will building market share of total trips in high frequency corridors outside of the NEC.

Key M&PD advances will include greater sophistication in the use of electronic direct-to-customer communications, through targeted online interactions, and the development of integrated brand marketing campaigns that communicate the benefits of rail travel across digital, print, broadcast, and entertainment/events/sports marketing venues. Decision support capabilities in Pricing/Revenue Management and Market Research/Analysis will continue to play a critical role in guiding the application of marketing resources.

Base Activity:

Marketing's FY11 base budget is $275M, an increase of $4.6M over FY10 base budget. A summary of FY11 changes includes the following:

- Inflation of prior year including labor contract requirements, related employee benefits and Food & Beverage products - $3.3M
- Increase in Software costs and Outsource services due to impact of capital projects implemented in FY11 (includes offset of insourcing AGR program) - $0.8M
- Decrease in Passenger Inconvenience to account for systemic improvements – ($1.1M)
- Increase in printing cost related to incremental national dining car menus and increase in rent expenses - $0.6M
- Other - $1.0M

New Activity:

The FY11 New and continuing activity budget is $8.2M. A summary of FY11 new activity include the following:

- Addition of social media position and reorganization of the Product Development Group - $0.4M
- Continuation of new advertising and sales promotion spending at FY10 level is requested to drive ridership and market share by augmenting television advertising, Northeast Regional marketing, multicultural advertising, and National Train Day support - $7.8M
- Reduction in call center telecommunication costs due to new service provider as part of ITII sourcing initiative - ($1.9M)
- Insourcing of Amtrak Guest Reward program call center support - $1.9M

Operating Expense Summary FY09 –FY11: Marketing & Product Development

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$20.4	$21.1	$22.3	$1.2	5.5%
Wages & Overtime	$34.1	$36.3	$37.0	$0.7	1.9%
Employee Benefits	$26.3	$28.6	$30.5	$1.9	6.6%
Employee Related	$1.2	$1.3	$1.4	$0.0	2.7%
Salaries, Wages and Benefits	$81.9	$87.4	$91.2	$3.8	4.3%
Train Operations	$81.5	$81.4	$83.0	$1.6	1.9%
Fuel, Power, & Utilities	$0.6	$0.6	$0.7	$0.1	10.1%
Facility, Communication, & Office	$10.1	$10.0	$10.9	$0.8	8.4%
Advertising and Sales	$70.1	$77.2	$76.9	($0.2)	-0.3%
Casualty and Other Claims Total	$0.8	$1.0	$0.9	($0.1)	-5.7%
Professional Fees	$12.7	$13.3	$13.1	($0.3)	-2.0%
Data Processing Services and Supplies	$0.3	$1.2	$2.0	$0.8	70.3%
Environmental and Safety	$0.0	$0.1	$0.0	($0.0)	-65.3%
M of W Services	$0.5	$0.5	$0.5	$0.0	3.9%
Passenger Inconvenience	$4.6	$5.0	$4.0	($0.9)	-18.8%
Other Expenses	$0.0	($1.0)	$0.0	$1.0	-100.0%
Total Operating Expenses	**$263.0**	**$276.7**	**$283.3**	**$6.6**	**2.4%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$270.4**
Total FY10 New Activity	**$6.2**
FY10 Total Budget	**$276.7**

Changes to Base Activity	
Inflation of prior year including labor contract requirements and related employee benefits	$3.3
Increase in Software costs and Outsource services due to impact of capital projects implemented in FY11	$0.8
Decrease in Passenger Inconvenience to account for systemic improvements	($1.1)
Increase in printing cost related to incremental national dining car menus and increase in rent expenses	$0.6
Other	$1.0
Base Activity Increase/(Decrease) from Prior Year	**$4.6**
Total FY11 Base Activity	**$275.0**
New Activity	
Social Media position addition and reorganization of Product Development group	$0.4
Increase in Advertising spending to increase market share and ridership (incremental revenue of $13.2M budgeted)	$7.8
Reduction of call center telecommunication expenses due to new provider (ITII)	($1.9)
Insourcing of Amtrak Guest Rewards program call center support	$1.9
Total FY11 New Activity	**$8.2**
FY11 Total Budget	**$283.3**

Capital Projects: Marketing & Product Development

$inmillions

Program Title	Program	GCAP	State,Local&Other	TOTAL
e-Ticketing	Amtrak E-Ticketing Initiative	9.5	0.0	9.5
	Reservation Systems Next Generation - Stations & C	4.1	0.0	4.1
Quik Trak	QUIK TRAK ENHANCEMENTS	2.3	0.0	2.3
E-Commerce	Amtrak.com Enhancements & Upgrades	2.8	0.0	2.8
	Web Services for Mobile Offering	0.3	0.0	0.3
	Enterprise Content Management System	0.7	0.0	0.7
On-Board	POS/Eatec Upgrade	6.2	0.0	6.2
	Media Delivery on Trains	2.6	0.0	2.6
	WiFi - Systemwide	7.2	0.0	7.2
Customer Service	CSPMI Enhancements	1.6	0.0	1.6
	CRM Program Enhancements	3.9	0.0	3.9
	Customer Experience Management	0.7	0.0	0.7
	Real Time Mobile Data Entry Initiative	0.6	0.0	0.6
Pricing	Pricing & Revenue Management Enhancements	1.1	0.0	1.1
	Service Fees - Phase 2	0.2	0.0	0.2
	Demand Forecasting & Optimization	1.3	0.0	1.3
Facilities and Infrastructure	ARAMARK Food & Beverage Investment	0.6	0.0	0.6
	Commissary Facility Projects	2.5	0.0	2.5
	Food & Beverage Support Equipment	1.1	0.0	1.1
	Commissary Support Vehicles	0.5	0.0	0.5
Call Center	Call Center Technology Efficiencies Program	3.4	0.0	3.4
	Call Center Facility Needs Assessment	0.5	0.0	0.5
Miscellaneous	Multi-Media Content Mgmt System	1.0	0.0	1.0
	Employee Identity Protection – Rail Pass Automatio	1.1	0.0	1.1
	Timetable Automation	1.2	0.0	1.2
Marketing and Product Management		**56.8**	**0.0**	**56.8**

E-Ticketing Program $13.6M

The focus of the e-Ticketing program is to remove manual intervention in the ticketing process and improve productivity and efficiency leading to cost savings for the company. The total program budget is $20M for FY11-FY15. The two initiatives included in the program are e-Ticketing Initiative and Reservation System Next Generation – Stations and Call Centers.

- e-Ticketing ($9.5M) - This project will transform ticket validation and revenue accounting from a paper based system to an electronic one. The proposed business model provides customers with Print-at-Home ticketing, and introduces a Conductor Handheld Device to automate onboard ticket validation and revenue collection processes. This initiative will also develop new self-service capabilities for customers on interactive distribution channels (e.g., Amtrak.com, Quik-Trak); such as providing customers with the ability to make changes to their bookings prior to their journey or en route. Once implemented, this will reduce costs, increase sales, improve the customer experience, and address NTSB recommendations to improve accuracy of passenger manifest.
- Reservation System Next Generation – Stations & Call Centers ($4.1M) - This project will replace current call center and station agent applications that are at end-of-life with new software equipped with advanced sales tools and web-based interfaces. Improvements in this system will go a long way to help improve customer service and satisfaction as well as efficiency at the call centers and stations.

Quik-Trak Program $2.3M

- Currently Amtrak owns and operates 330 Quik-Trak kiosks across the country. These machines currently account for 40% of ticketed revenue annually. These machines are utilized by customers to book travel and contain information (up to the minute train schedules and availability) based on the operational plans which comes from a static timetable.
- This program covers enhancements to the Quik-Trak machines to improve customer experience, increase customer satisfaction and also improve the machines' efficiency and reliability. The enhancements include:
  - Installation of advanced bar code imaging scanners to allow systems to interact with passenger PDA's
  - Alignment of Quik-Trak screen look and feel with the re-launched Amtrak.com
  - Improvement of remote monitoring capabilities to enhance kiosk management system
  - Introduction of foreign language capabilities to Quik-Trak
  - Development of a dynamic availability display
- Deferral of the program risks imposing additional costs and potential delays to the e-Ticketing program, continued difficulty in maintaining kiosk availability, and losing synergy between the kiosks and Amtrak.com.

E-Commerce Program $3.8M

- Amtrak.com Enhancements & Upgrades - $2.8M: This project provides for the design and development of software releases to upgrade the Amtrak.com website, which accounts for almost 50% of total ticket sales. The updated Amtrak.com website will facilitate learning and booking for customers, increase visibility of fare options and promotions, and stimulate additional "channel shift" to reduce Call Center costs. These enhancements support operations, state partners, legal mandates, security and internal stakeholders on a national and regional level.
- Enterprise Content Management System - $0.7M: The objective of the project is to develop an Amtrak-wide content management system. This content management system will provide accurate, uniform information to all distribution channels/customer service representatives. Currently, each of Amtrak's distribution channels draws information given to customers from several different databases. The current use of multiple databases means that customers may be given conflicting information when working with Amtrak's various distribution channels and customer service representatives.
- Web Services for Mobile offering - $0.3M - The purpose of this project is to upgrade Amtrak Mobile's technology infrastructure from screen-scrapping to web services. Screen-scrapping is an old and very inefficient technology approach. Web services represent a better option for building and sharing web applications across all major platforms, browsers and operating

systems. The two major advantages of using a web services platform are its re-usability and ability to connect existing software. Web services we can more easily exchange data between different applications and different platforms.

On-Board Program $16M

- Point of Sale System - $6.2M: The objective of the project is to implement an integrated system which will automate and streamline the management of the food and beverage operations processes end-to-end. The project builds on the prior implementation of the back office systems that replace EATEC, which includes the Food & Beverage Management System and Warehouse Inventory Management System, integrating Point of Sale with these back office system components. Amtrak's on board Food & Beverage processes are labor intensive and paper based. They focus on inventory controls rather than sales and the delivery of good customer service. The current process requires the Lead Service Attendant to calculate inventory by completing paper forms at the beginning and end of each trip which is time consuming and has a high potential for data inaccuracies. This process does not provide real-time information for management to make fact-based decisions and forecast revenue estimates accurately. Installation of the Point of Sale devices, along with the integration of systems and processes, will reduce the current use of manual processes through the entire workflow, reduce the number of employees and time required to complete the tasks, and reduce inaccuracies, errors and fraud related to on-board sales and inventory management.
- WiFi System wide - $7.2M: make train travel a very attractive option for travelers as they see travel time as an opportunity This project builds on the Acela WiFi rollout by extending the installation of WiFi networks to trains system-wide. The effort will begin by modifying the Acela design as required for implementation on the corridor and long distance fleets. In addition to providing Internet access, the network will serve as a platform for other passenger services (e.g. movies, news, and games) and business services (e.g., on board system communications with Amtrak's corporate network). In FY11, the design for WiFi will begin for the Regional trains and progress into other routes in future years. Deployment of WiFi on Amtrak train fleets will to work or relax; thus making Amtrak trains by far the most enjoyable way to travel.
- Media Delivery on Trains - $2.6M: This project will enable the delivery of onboard media (e.g. movies, music and games) to passengers through the WiFi network and enable information to be sent to car-based signage and automated on board announcement systems. The addition of media on trains will add a new revenue stream from the sales of onboard media for the company.

Customer Service Program $6.8M

- CSPMI Enhancements - $1.6M: The objective of the project is to enhance the CSPMI system, which is used to collect and analyze customer feedback and other data that enables the company to pinpoint ways of improving front-line employee behavior. These enhancements will enable Amtrak to track and gauge its progress toward meeting PRIIA's mandated Customer Service Index (CSI).
- Customer Relationship Management (CRM) Program Enhancements - $3.9M: – This project is a continuation of Amtrak's interactive marketing platform that targets and creates effective e-mail marketing and web personalization programs. The program will be expanded to impact other channels/programs such as IT Enterprise Architecture, Agent Systems Assessment, and AGR Customer Experience Management.
- Customer Experience Management - $0.7M: - This project will leverage the existing Customer Loyalty Program (Amtrak Guest Rewards) to improve upon the Amtrak customer experience by developing an end-to-end customer experience management program. The project will identify and implement solutions to customer- and employee-identified customer

service gaps including: (1) single sign-on to require only one customer log-in to access Amtrak websites; (2) customer account tied to AGR member number allows user to pay with points, cash , stored credit or a combination of these; (3) upgrade and promotional offer bank tied to AGR member number and profile allows easy application of the offer to the reservation without live agent interaction; (4) faster and more efficient resolution to customer complaints.

- Real Time Mobile Data Entry Initiative - $0.6M: - This project would give on-board customer service managers and other mobile users the ability to receive and transmit data on a Blackberry device using commercial software that provides customizable electronic forms, database infrastructure, and "connector" software to build interfaces with existing Amtrak systems.

Pricing $2.6M

The Pricing program involves upgrades and enhancements to many of the technology pieces that Amtrak depends on to create competitive fairs and increase revenue.

Demand Forecasting & Optimization - $1.3M: The Demand Forecasting and Optimization project is a multi-year project with a goal of implementing an automated system which can accurately forecast demand for each of Amtrak's train departures. In addition to accurate forecasts, the system should set authorization levels in the reservation system for each train; thus, maximizing revenue and providing the framework for group booking requests to be evaluated based on accurate forecast and optimization parameters. It should be noted that all of the tasks mentioned above are currently done manually based off of historical trends.
Pricing & Revenue Management Enhancements - $1.1M: Pricing and Revenue Management Enhancements program is a series of projects that focus on enhancing and maintaining the pricing and revenue management technology to support business growth. The requested funds will cover an upgrade to RM Workbench 4 which will include functionality such as the ability to automatically generate alert parameters and upload analyst changes directly to Arrow. In addition, the requested funds will support the implementation of revenue management capabilities for multi-ride customers to allow us to maximize revenue on those trains where we carry a significant amount of multi-ride customers.
Service Fees - $0.2M: The goal of the Service Fee project is to build "service fee" functionality on two levels - one that applies service fees based on the channel utilized to perform a specified transaction, and one that applies fees based on itinerary components within the reservation that meet pre-defined conditions. The initial phase of the Service Fee project will be implemented in FY10 and will provide the ability to charge service fees for tickets purchased via our non-automated channels. The funds requested for FY11 will allow us to develop the functionality to charge itinerary based fees for items such as fuel, bag or equipment surcharges.

Facilities & Infrastructure $4.7M

Amtrak plans to spend $4.7M in FY11 for improving facilities and upgrading infrastructure at various sites. Key projects included in this program are commissary facilities upgrade and support equipment for Food & Beverage operations.

- Commissary Facilities - $2.5M: – The project involves making improvements to Amtrak Commissary facilities across the country to prevent FDA and Public Health non-compliance issues or violations. The focus of this project in FY11 will be the construction of a new commissary for Miami food & beverage operations and a variety of smaller improvements at other facilities.
- Food & Beverage Support Equipment - $1.1M: - This project will replace support equipment used for Food and Beverage operations. The equipment replacements are necessary to

provide reliable services on trains, ensure safe operation and meet increasing service demands. Equipment to be replaced includes food carts and carriers for trains, refrigerated cart carriers, walk-in freezers and cooler and other miscellaneous equipment.

- ARAMARK Food & Beverage investment - $0.6M: – This capital project takes advantage of a 0% interest $5.0M investment option in Amtrak's Food & Beverage contract with Aramark. Under the terms of this option, Aramark will procure certain equipment and make facility improvements to Amtrak's major commissaries. This project will include investments in a commissary-wide surveillance and security system, standardization of cleaning equipment at commissaries and renovation of employee break rooms and restrooms at those commissaries where Aramark operates.
- Commissary Support Vehicles - $0.5M: - The purpose of this request is to replace a variety of support vehicles used in the daily operation of the Food & Beverage department and by Aramark, Amtrak's managed services provider. The FY11 scope of work calls for the purchase of a variety of Cushman carts, forklifts, food carriers and other vehicles.

Call Center Program $3.9M

The Call Center program involves upgrades to call center operations to reduce average talk times and lower call agent volume.

- Call Center Technology Efficiencies Program - $3.4M: Call Centers need improvements to the technology platform and business processes to remain competitive and to meet/exceed customer expectations. This program will make investments in several new call center systems that will reduce agent staffing requirements due to lowered agent call volume and/or call handling time. Improvements to the call centers include:
  - Enhancements to the Automated Customer Notification System (ACN), which provides automated call-backs to inform customers of schedule changes, service disruption, etc. This piece of the project will prevent Amtrak from having to dedicate resources for manual call backs to customers regarding train delays, cancellations, or other issues. This application currently operates on a prototype platform which limits the application's capabilities and stability.
  - Enhancements to the customer relations system (Remedy) that will improve the functionality of the application, which was originally installed in FY06 –FY07.
  - Voice Response Unit (VRU) enhancements, which are implemented with the goal of retaining greater numbers of calls in the Julie/VRU system so call center agents can focus on the most complex calls. When customers opt to transfer from the VRU to an agent, these enhancements will allow more customer information to be automatically transmitted to the agent.
  - Automated Call Distributor (ACD) System and Server Upgrades - Replace support servers for ACD platform in the call centers. Existing servers are approaching end of life and need to be replaced.
  - Reporting Enhancements - Develop reports from the existing reporting platform that will provide supervisors, managers and directors with a wide range of customizable reports. This will allow management to review daily performance in a more efficient manner.
  - Technology and Business Process Assessments to assess current call center operations and develop a roadmap for future technological or business process changes.

- Facility Needs Assessment - $0.5M: This project involves a comprehensive assessment to identify facility repairs, exterior refurbishment and enhancements necessary to maintain a safe working environment at the Reservation Sales Contact Centers (Call Centers) at Philadelphia, PA and Riverside, CA.

Miscellaneous Marketing Projects $3.3M-

- Multi-media Content Management System - $1.0M: This project involves an enterprise-wide solution used to accommodate various advertising, promotional and communication files. Currently, multimedia files are housed upon various storage devices hindering the ability to manage, utilize and share contents easily within the company and with third parties. Deferral of the program would increase the risk of misplacements, unintentional corruption and deletion of files that are currently housed on external hard-drives, lap top drives and individual employees' desktop.
- Timetable Automation ($1.2M) – The solution is intended to reduce the required lead time for schedule data and dramatically improve the accuracy and reliability of the Amtrak's System Timetable. The timetable development is currently by and large a manual process, employing a very limited amount of technology. All components such as schedules, ads, textual copy, photographs, etc. are received, processed and deployed manually.
- Employee Identity Protection – Rail Pass Automation ($1.1M) - The project involves implementation and development of a new Rail Travel Privilege Card system based on SAP numbers instead of Social Security numbers. In addition, the new system will allow employees to utilize Quik-Trak machines and Amtrak.com to book pass travel.

Mechanical

Overview of the Department

The Mechanical Department is responsible for the maintenance, repair and upgrade of all of Amtrak's rolling stock (cars and locomotives). With a labor force of approximately 4,900 employees who are located at eleven (11) major terminals and three (3) back shops throughout the Amtrak system, this department cleans, maintains, repairs, modifies and overhauls the fleet of cars and locomotives to provide daily service to our passengers. Our staff of engineers also provides process expertise as well as technical assistance with the design and procurement of new equipment and the upgrading of existing rolling stock.

Base Activity:

The FY11 base budget request is $537.1M for existing operations and $14.1M for new initiatives and stimulus equipment returned to service for a total of $551.3M. The budget provides funding for:

- Core operations of equipment turnaround servicing and inspection
- Operation and maintenance of our Mechanical facilities across the Amtrak system
- Preventive maintenance and mandatory FRA required inspections on the cars and locomotives

A summary of FY11 changes includes the following:

- Inflation of prior year Salary, Wages and labor contracts - $10.2M
- Change in Base Employee Benefits & FELA - $8.0M
- Increase in transfer credits due to increase of capital work including ARRA projects – ($1.1M)
- Materials - $1.0M
- Redistribution of Utilities from Transportation Department - $13.6M
- Commuter / Reimbursable / Commercial Development – ($5.3M)
- Other and miscellaneous – $1.0M

New Activity:

The major driving force of the increased operating budgets for FY11 and beyond, are the costs for the maintenance and inspections for rolling stock passenger cars and that are being returned from storage to revenue service as part of the ARRA grant. The increase of $11.3M will fund these maintenance costs and $1.6M is for the maintenance and inspections of the additional cars and locomotives required to extend new service to the state of Virginia. Also included is $3.4M to meet PRIIA mandated OTP and CSI targets.

A summary of FY11 changes includes the following:

- Service Inspections and Maintenance of ARRA restored equipment - $11.3M
- Cost for new Virginia state supported services - $1.6M
- Cost to meet PRIIA mandated OTP and CSI targets - $3.4M
- Transfer credits related to capital work – ($2.1M)

Operating Expense Summary FY09 –FY11: Mechanical

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$30.3	$32.2	$32.4	$0.2	0.5%
Wages & Overtime	$181.3	$212.8	$204.2	($8.6)	-4.0%
Employee Benefits	$103.0	$114.0	$124.3	$10.3	9.0%
Employee Related	$2.4	$2.4	$2.5	$0.1	6.2%
Salaries, Wages and Benefits	$317.0	$361.4	$363.4	$2.0	0.5%
Train Operations	$0.1	$0.1	$0.1	$0.0	1.6%
Fuel, Power, & Utilities	$11.9	$13.7	$28.3	$14.6	106.3%
Materials	$157.1	$145.7	$161.2	$15.5	10.6%
Facility, Communication, & Office	$15.0	$17.2	$17.2	$0.1	0.3%
Casualty and Other Claims Total	$5.1	$6.9	$6.9	$0.0	0.7%
Professional Fees	$1.7	$3.4	$3.5	$0.1	1.6%
Data Processing Services and Supplies	$1.8	$0.1	$0.3	$0.1	109.6%
Environmental and Safety	$4.9	$5.0	$5.2	$0.2	4.1%
M of W Services	$0.9	$0.8	$0.9	$0.1	8.8%
Financial	$0.2	$0.3	$0.1	($0.2)	-68.9%
Indirect Costs Capitalized To P&E	($28.3)	($30.4)	($33.7)	($3.2)	10.6%
Total Operating Expenses	**$487.5**	**$522.7**	**$551.3**	**$28.5**	**5.5%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$509.6**
Total FY10 New Activity	**$13.1**
FY10 Total Budget	**$522.7**
Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$10.2
Change in Base Core Employee Benefits Allocated & FELA	$8.0
Change in Base Transfer Credits *(Shop Overhead allocated)*	($1.1)
M of E Materials	$1.0
M of E Materials - Material Transfer (KPMG Entry Acct - 520521)	$19.0
Wages & Overtime - Material Transfer (KPMG Entry Acct - 500026)	($19.0)
Fuel Power & Utilities AIQ related allocation from Transportation Dept.	$13.6
Increase in costs for Commuter Services (offset by Increase in Commuter Revenue)	$1.3
Decrease in costs for Reimbursable Services (offset by decrease in Reimbursable Revenue)	($6.6)
Other	$1.0
Base Activity Increase/(Decrease) from Prior Year	**$27.5**
Total FY11 Base Activity	**$537.1**
New Activity	
Service, Inspections, and Maintenance of rolling stock restored to fleet with ARRA investment	$11.3
Cost to service and maintain rolling stock for new state-supported routes in Virginia	$1.6
PRIIA OTP / CSI Target Compliance	$3.4
Transfer Credits *(Shop Overhead allocated)*	($2.1)
Total FY11 New Activity	**$14.1**
FY11 Total Budget	**$551.3**

Capital Programs: Mechanical

$ in millions

PROGRAM TITLE	GCAP	STATE & LOCAL/OTHER	TOTAL
PASSENGER CAR	$ 204.6	$ -	$ 204.6
LOCOMOTIVE	49.9	-	49.9
EQUIPMENT ENGINEERING & DESIGN	0.5		0.5
FACILITY IMPROVEMENTS	17.0	-	17.0
MECHANICAL IT PROJECTS	2.5	-	2.5
GENERAL SAFETY AND RELIABILITY	10.3	-	10.3
TOTAL MECHANICAL	**$ 284.8**	**$ -**	**$ 284.8**

PASSENGER CAR PROGRAMS $204.6M

- Amtrak will invest $204.6M in FY11 in a passenger car program which involves the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes including American Disability Act (ADA) and the Federal Railroad Administration (FRA). The equipment to be overhauled includes Acela trainsets, Amfleet, Superliners, Viewliner, Heritage and Horizon/Surfliner and encompasses various configurations including diner, café/club, lounge, sleeper, passenger coach, baggage and cab cars.
- The program will enable Amtrak to maintain equipment in a state of good repair, to bring the assets to current Amtrak standards, improve reliability and availability of equipment and improve overall customer experience, comply with applicable federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

LOCOMOTIVE PROGRAMS $49.9M

- In FY11 Amtrak plans to spend $49.9M in locomotive programs which involves the various levels of overhaul for electric locomotives (AEM-7 DC, AEM-7 AC, F-40 and HHP-8) and Life Cycle Progressive Maintenance (LCPM) for diesel locomotives, replacement of F-59 Locomotive Head End Power package and updates and modifications required by federal agencies including Transportation Safety Administration (TSA), Environmental Protection Agency (EPA) and Federal Railroad Administration (FRA).
- This program will enable Amtrak to bring the locomotive fleet to a state of good repair, increase locomotive reliability and availability, extend the useful life of the locomotive, comply with applicable federal regulations, mitigate future expenses associated with an aging fleet and provide funding to be available for potential locomotive wreck repairs when necessary.

EQUIPMENT ENGINEERING & DESIGN $0.5M

- The Mechanical Department will be investing $0.5M in FY11 for the preparation of purchasing specifications and contract documents necessary for the replacement of the existing cars and locomotives. The program covers all costs of specialized contractors and other personnel for particular areas of the specification in order to meet all federal and industry guidelines.

FACILITY IMPROVEMENTS $17.0M

- In FY11 Amtrak plans to invest $17.0M for facility improvements by spending $8.5M on modernization and repairs for various Safety and Inspections (S&I) division facilities and $8.5M on overhaul and High Speed Rail (Acela) facilities. The work to be performed ranges from routine normal repairs/improvements such as paving repairs, resurfacing of parking lots and walkways to major plant/facility overhauls. The project will enable Amtrak to comply with the Code of Federal Regulations (CFR49) Parts 229 and 238, to bring the facilities to a state of good repair, increased operations safety, reduced employee injuries, reduce operating costs, and improve assets safeguarding initiatives.

MECHANICAL TECHNOLOGY PROJECTS $2.5M

- The Mechanical Department will be investing $2.5M in FY11 to continue its support of two applications: Work Management Systems and Locomotive Health Monitoring & Analysis System. The investment is expected to improve the ability to schedule and monitor mandatory rolling stock maintenance, eliminate cumbersome manual processes and improve reliability and performance of the AEM-7 locomotive fleet. The following work will be performed in the upcoming year:

    - Work Management System $1.5M: involves deepening the functionality of the system by adding critical peripheral interfaces to new and complex applications. These applications include but are not limited to interfaces to rolling stock self reporting applications such as MEAPS and TCD, the envisioned replacement for the Operations Management System (OMS) component of Arrow, and GPS-based rolling stock equipment locaters. Even as Amtrak moves forward with the SAM initiative, which includes the implementation of Maximo, the Mechanical Department will continue to add WMS functionality that is transferable to other platforms. In addition these specific initiatives will be completed:

- Implement a Fuel Management System (both hardware and software) onboard the locomotive fleet and at fuel dispensing facility locations to support fuel conservation efforts.

- Develop a mobile application to assist with activities related to serialized component movement, inspections, shop scheduling and Mechanical yard control activities.

- Locomotive Health Monitoring & Analysis System $1.0M: involves the purchase and installation of a wireless data transfer system and machinery alert with advisory analysis on all AEM-7 AC locomotives. The equipment will enable real time continuous monitoring of the system while the locomotives are in operation.

GENERAL SAFETY AND RELIABILITY PROGRAMS $10.3M

- General Safety and Reliability programs consist of various projects geared towards passenger car safety measures that are associated with the equipment. The projects are expected to improve customer service, mitigate operating costs, improve operation efficiencies, compliance with the Rail Safety Improvements Act of 2008 (RSIA) and improve the safety of Amtrak's rolling stock equipment. In FY11 the department will invest $10.3M in the following projects:

  - Locomotive Video Cameras/Train Communications $3.8M: involves the purchase and installation of a digital video recording system on every passenger locomotive in the fleet and 23 work locomotives. This project supports Amtrak's Train Communication Data (TCD) strategy.
  - Wheel Scan $2.0M: involves the purchase and installation of equipment to be utilized in the wheel truing process that is currently visual based and has a high potential of missing defects and faults that are not detected during the visual inspection.
  - Engineering Modification Project $3.0M: involves funding for modification work on rolling stock equipment that is not scheduled for capital overhaul and will be performed at divisional facilities.
  - Brake Pad Scan System $1.5M: involves the purchase of a monitoring system designed to inspect brake shoes and pads. The projects objective is to provide analytical and technical support to reduce the number of accidents due to wheel and brake system defects.

Office of the General Counsel

Overview of the Department

The Amtrak Law department is responsible for supporting virtually every aspect of Amtrak's business. Every member of the department works to achieve four goals: 1) To ensure the company's compliance with all applicable laws; 2) To minimize risks to the company; 3) To protect corporate assets; and 4) To assist the company in achieving its business and financial objectives.

The Amtrak Law department consists of three organizational or budget entities and seven functional or operational groups. The three budget organizations are the General Counsel, the Office of the Corporate Secretary, and Corporate & Litigation Support; the seven functional/operational groups include: two corporate practice groups (one for real estate, procurement and some engineering matters, and a second for the company's host railroad relations, state-supported and commuter

services and environmental matters); a general litigation, employment and labor practice group; a claims management, adjustment and litigation group; Corporate and Litigation Support (the company's document management, including FOIA, program and all legal assistants); the Corporate Secretary's office; and the General Counsel's office (overall management).

The **General Counsel** budget entity includes the two corporate practice groups, the litigation, employment and labor practice group and claims litigation and adjustment practice group. The groups in this entity advise management on all corporate, commercial, contractual, real estate, financial, statutory and regulatory matters and transactions. Responsibilities include review, negotiation and interpretation of contracts, management and protection of Amtrak's intellectual property portfolio, and compliance with statutory and regulatory requirements. In addition, the litigation, employment and labor group manages all non-claims (i.e., injuries to Amtrak employees or passengers) litigation and outside counsel engaged to represent the company, all employment complaints against the company, provides labor law advice and manages the company's internal disciplinary proceedings for agreement employees. Finally, within this entity is the Claims group which manages all personal injury and wrongful death claims against the corporation and employee claims filed under the Federal Employers' Liability Act (FELA). Primary responsibilities include investigation of accidents, preservation of evidence, litigation management and support, evaluation of claims, settlement negotiations, trial support, management of outside counsel, review and approval of outside counsel and expert fees, and advice matters ranging from risk management to health and safety issues.

Corporate Secretary: The Corporate Secretary's office supports the Amtrak Board of Directors and serves as liaison between management and the Board of Directors. The Corporate Secretary works with the President & CEO and the Board to schedule and prepare for Board of Directors meetings, supports the scheduling and related travel of Board members for Amtrak-related activities, and manages the coming-on-board and orientation of new Board members. The Corporate Secretary also advises the Board of Directors on matters of corporate governance under the company's articles of incorporation, bylaws and Board resolutions.

Corporate & Litigation Support: This group administers the Law departments' legal assistants, the company's document management (retention and destruction) program including the Law department's litigation and advice files, Reprographics Center, the company's FOIA responsibilities, the law library, immigration matters relating to company employees, and assists in litigation support. In addition, this group is responsible for supporting the General Counsel in developing and monitoring the department's budget.

The Law department's request for increased resources is for additional personnel and for outside counsel costs. The drivers of this request for additional funds are three-fold:

First and most immediate is the need to increase capacity in the department's corporate groups and their resources (all railroad service operations transactions, procurement, real estate and intellectual property) and in the Claims group in order to meet the current level of demand for legal support. The corporate practice has been and remains understaffed and has had increasingly to rely on contract lawyers to meet our clients' needs—an expedient strategy to meet short term work requirements but not one which invests long term in the department. The department's current staff is materially below its "authorized" level. The objective is to achieve full staffing and add one or two additional lawyers in the years FY11-14. Likewise, the Claims group has been staffed significantly below its past and authorized levels. In addition to the current claims and personal injury litigation requirements, the department is facing new responsibilities and concerns such as the Medicare reporting and trust requirements that went into effect July 1, 2009 and evidence and "chain of custody" challenges developing as a result of the company's use of cameras on locomotives (and elsewhere). These increased requirements mandate additional personnel resources.

Second, new attorney resources with five or more years of experience are needed to leverage the experience and expertise of the current - and largely very experienced - corporate practice legal staff. Simply stated, every single one of the experienced lawyers (many with over 10 years of Amtrak experience) can do three to five times the work they are currently doing with the additional resource of one to two new attorneys. Currently, we are simply not leveraging this Law department resource to give our clients more attention sooner.

Third, the new corporate attorney resources and new Claims adjustor positions we have asked for are needed for succession planning and development. With the leaders and a number of other attorneys in those practice groups approaching retirement age, we not only have to groom new managers but, also, have to start building the new generation of Amtrak legal department lawyers.

The FY11 total budget request is $63.7M compared to $62M requested in FY10. The authorized headcount in FY10 is 143 and three new positions are budgeted in FY11 which brings the total headcount to 146.

Base Activity:

Legal department's FY11 base budget is $63.7M, an increase of $1.7M over FY10. A summary of FY11 changes includes the following:

- Inflation of prior year $0.7M
- Increase in workforce and related benefits allocated $0.5M
- Other $0.4M

Operating Expense Summary FY09 –FY11:
Legal

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$10.4	$11.8	$12.0	$0.3	2.2%
Employee Benefits	$5.7	$6.4	$6.7	$0.3	4.1%
Employee Related	$0.4	$0.5	$0.5	$0.0	1.8%
Salaries, Wages and Benefits	$16.5	$18.7	$19.2	$0.5	2.8%
Facility, Communication, & Office	$1.3	$1.6	$1.6	$0.1	3.3%
Casualty and Other Claims Total	$8.7	$10.4	$10.6	$0.2	1.6%
Professional Fees	$32.8	$31.8	$32.3	$0.5	1.6%
Environmental and Safety	$0.2	$0.0	$0.0	$0.0	
Other Expenses	$0.0	($0.4)	$0.0	$0.4	-100.0%
Total Operating Expenses	**$59.6**	**$62.0**	**$63.7**	**$1.7**	**2.7%**

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$62.0**
Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$0.7
Increase in workforce and employee benefits allocated	$0.5
Other	$0.4
Base Activity Increase/(Decrease) from Prior Year	**$1.7**
Total FY11 Base Activity	**$63.7**
FY11 Total Budget	**$63.7**

Operations Management

Overview of the Department

Operations Management consists of the Chief Operating Officer and a small support staff that coordinates with and provides administrative and policy support to the functional departments which comprise the vast majority of Amtrak's employees and operations, including Transportation (train operations), Engineering (track and infrastructure maintenance and improvement), Mechanical (rolling stock maintenance and improvement), Environmental Health & Safety, and Police & Security. The FY10 staffing level of eight employees consists of the COO, his Sr. Executive Assistant, a staff of five that provides financial, policy, program management and administrative oversight to the operating groups, and a Deputy for Reliability-Centered Maintenance (RCM).

Reliability-Centered Maintenance is an analytical methodology for developing or reviewing a scheduled maintenance program that will realize inherent reliability levels of complex systems and equipment while taking into account safety, operational and economic failure consequences. Reliability-Centered Maintenance is designed to increase equipment availability and reliability, and to improve the effectiveness of the Corporation's maintenance investment. Amtrak began the RCM Program with analysis of maintenance requirements for the High Speed Acela in June of 2006 and has since expanded the program to all rolling stock. The program has been further expanded to include a variety of maintenance process improvements including the use of standardized maintenance procedures and more disciplined shop supervision. Amtrak engages a consultant, The McHenry Management Group, to assist in RCM analysis and program design.

Base Activity:

The FY11 budget request is $9.3M compared to the FY10 budget of $9.2M. No new activity is planned in FY11 as compared to FY10.

Operating Expense Summary FY09 – FY11: Operations Management

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$0.9	$1.1	$1.1	$0.0	0.0%
Employee Benefits	$0.5	$0.6	$0.6	$0.0	2.0%
Employee Related	$0.0	$0.1	$0.1	$0.0	1.7%
Salaries, Wages and Benefits	$1.4	$1.8	$1.8	$0.0	0.8%
Facility, Communication, & Office	$0.1	$0.2	$0.2	$0.0	4.6%
Professional Fees	$6.9	$7.2	$7.3	$0.1	1.6%
Total Operating Expenses	**$8.4**	**$9.2**	**$9.3**	**$0.1**	**1.5%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$9.2**
Total FY10 New Activity	**$0.0**
FY10 Total Budget	**$9.2**

Changes to Base Activity	
Increase in The McHenry Management Group fees for RCM	$0.1
Base Activity Increase/(Decrease) from Prior Year	**$0.1**
Total FY11 Base Activity	**$9.3**
New Activity	
None	
Total FY11 New Activity	**$0.0**
FY11 Total Budget	**$9.3**

Policy and Development

Overview of the Department

Amtrak's Policy and Development Department was newly formed in April of 2009. It evolved from the former Strategic Partnerships department, which managed the long-term external relationships for the company with states, commuter agencies, and station owners. The new Policy and Development department expands on that role and assumes corporate policy planning and business development functions. The department will create and propagate strategic policies throughout the company that support Amtrak's corporate objectives.

The department's mission stems from the enactment of the Passenger Rail Improvement and Reinvestment Act of 2008 (Public Law 110-432, or PRIIA) and the enactment of the American Recovery and Investment Act of 2009 (ARRA) with a new Federal commitment to high-speed and intercity passenger rail. The department's role is to lead Amtrak's effort in seizing this opportunity to simultaneously help stimulate our economy and provide safer, greener, and healthier mobility for the nation.

Base Activity:

The department's main focus in FY11 is to continue with and further expand on the work begun in FY10. Since most of the work in FY11 is now considered part of the department's regular operation, the majority of previous FY10 "New Activity" initiatives and related adjustments have been rolled into the FY11 base budget. Total FY11 Budget is $15.5M.

Policy & Development's request for Professional Fees reflects a recognition that several PRIIA Sections (Section 209, State Pricing Methodology; Section 211, Northeast Corridor State-of-Good-Repair Plan; Section 212, NEC Infrastructure and Operations Improvements; Section 224, Passenger Rail Service Studies; Section 305, Next Generation Corridor Equipment Pool) require additional planning and design work to not only fulfill the letter of the law, but to also carry out Amtrak's mission to provide efficient and effective intercity passenger rail mobility in the future. Thus, while we see a reduction in "New Activity" related Professional Fees of $1.7M, the department is seeking a base level adjustment in the same account of $3.1M to support work on these requirements and to continue studies and other work begun in FY10.

The FY10 final headcount is budgeted at 50 FTE's and reflects a budget created to support a new department designed to lead corporate efforts under PRIIA and ARRA. Under new leadership, two

FY10 positions were hired in the last quarter of FY09 to create an initial policy and fleet planning capability, taking advantage of FY09 vacancy savings. The FY10 budget requested 14 additional staff positions over the FY09 budgeted headcount.

A summary of FY11 changes includes the following:

- Changes to Employee Benefits and core account inflation - $0.3M
- Increase in work force due to increase policy, planning, and partnership development efforts - $1.3M
- Change to base in Professional Fees – $3.1M
  - ❑ Support legislative mandates (PRIIA Sec. 209, 211, 305) - $1.2M
  - ❑ Washington Terminal Study and Commuter RFP Support - $0.7M
  - ❑ NEC Capital Project and Moynihan Development, NEC Master Plan - $0.9M
  - ❑ Other – $0.3M
- Other ($0.3M)

New Activity:

The FY11 headcount increase of 9 positions over the previous fiscal year level builds out the department's ability to lead Amtrak's corporate policy planning and development efforts. The new hires will support regional offices and provide geographically focused analytical and planning capabilities. Also, Amtrak's market competitiveness will be strengthened by adding a dedicated southern region with a new AVP to lead business development efforts in the South, and by providing the bandwidth to respond to for-profit commuter operating and other new service opportunities. The positions and directly related expenses will increase the FY11 budget by $1.7M.

In FY11, the department will engage in new activities related to new partnerships and partnership improvement. Professional Fee support for HSR Development in various parts of the country, as well as monies for the development and implementation of state and commuter satisfaction studies and related materials, is reflected in the requested amount of $1.0M.

Operating Expense Summary FY09 – FY11: Policy and Development

				FY11 Incr/(Decr) vs FY10	
$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	$	%
Salaries	$3.7	$5.5	$6.4	$0.9	17.3%
Employee Benefits	$2.0	$3.1	$3.6	$0.5	17.7%
Employee Related	$0.3	$0.4	$0.6	$0.2	43.2%
Salaries, Wages and Benefits	$6.0	$9.0	$10.7	$1.7	18.5%
Facility, Communication, & Office	$0.2	$0.2	$0.3	$0.1	41.9%
Professional Fees	$2.5	$4.1	$4.4	$0.3	7.6%
Data Processing Services and Supplies	$0.1	$0.3	$0.1	($0.2)	-74.3%
Other Expenses	$0.0	($0.4)	$0.0	$0.4	-100.0%
Total Operating Expenses	**$8.9**	**$13.2**	**$15.5**	**$2.3**	**17.6%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$8.4**
Total FY10 New Activity	**$4.8**
FY10 Total Budget	**$13.2**

Changes to Base Activity	
Change in Base Core Employee Benefits Allocated	($0.1)
Changes to Other Base Core Accounts.	$0.4
Increase in workforce and associated benefits due to departmental restructuring and new responsibilities	$1.3
Professional Fees	$3.1
Other	($0.3)
Base Activity Increase/(Decrease) from Prior Year	**$4.5**
Total FY11 Base Activity	**$12.9**
New Activity	
New Partnership amd Planning iniatives	$1.7
Partnership Improvements	$1.0
Other	($0.1)
Total FY11 New Activity	**$2.6**
FY11 Total Budget	**$15.5**

Capital Projects: Policy and Development

$ Millions

Program	Projects	GCAP	State, Local & Other	Total
Passenger Train Performance Improvement	LSHD Chicago Major Corridors-Congestion Relief	$0.6	$0.0	$0.6
Host Railroad	Surfliner Route - Carlsbad Double Track	$14.6	$0.0	$14.6
	Chicago - Reestablishment Of The Grand Crossing Route	$9.0	$0.0	$9.0
Station Program	Design Improvements at Washington Terminal	$1.0	$0.0	$1.0
	Station Development and ADA Requirements	$2.0	$0.0	$2.0
	Sacramento Valley Station – Service Tunnel	$1.4	$0.0	$1.4
Joint Benefit	VRE Jt Benefit Projects	$0.0	$0.7	$0.7
	MARC Jt Benefit Projects	$0.0	$7.0	$7.0
	Total	**$28.5**	**$7.7**	**$36.2**

Passenger Train Performance Improvement $0.6M

Amtrak will spend $0.6M in this program in FY11; this is a multi-year program.

- Amtrak is a joint contributor for the CREATE program in Chicago which is designed to reduce congestion and freight interference along the Chicago corridors. Amtrak's contribution is dedicated to the Englewood flyover, which will grade separate the Rock Island District Commuter line from the Norfolk Southern route between Chicago and Cleveland.

Host Railroad $23.6M

Amtrak will spend $23.6M in this program in FY11; these projects are a continuation of FY10 projects and are currently scheduled to be completed in FY11.

- Reestablishment of the Grand Crossing Route - $9.0M: Project will complete the Environmental Impact Study (EIS) and preliminary design work. This project establishes a new and faster route for Amtrak's existing Chicago-Carbondale-New Orleans train service and, in addition, would permit growth of such services in the future as contemplated under the Midwest Regional Rail Initiative. With CN's acquisition of the Elgin, Joliet & Eastern Railway, Amtrak is the sole user of the St. Charles Air Line route into and out of Chicago. This right-of-way real estate is desired by the City of Chicago for non-railroad uses. It is therefore imperative that this project be progressed through the next phase.
- Double Tracking in Carlsbad - $14.6M: This project is an extension of present main line track resulting in an additional 2 miles of double track and a universal crossover at CP Farr. This will eliminate most of the congestion delays for this segment of railroad, improve schedule reliability and on time performance, increase capacity and operational flexibility. Additionally, it will increase passenger train speeds to 90MPH.

Stations Programs $4.4M

Amtrak will spend $4.4M in this program in FY11in the following multi-year projects:

- Design Improvements at Washington Terminal - $1.0M: The project involves a study of the Washington Union Terminal (WUT) to advance improvements critical to mitigating congestion at WUT. The improvements will reduce delays, improve OTP and allow services increases, resulting in improved regional mobility and accessibility and improved relationships with key partners and stakeholders (Amtrak, VRE and MARC).
- Station Development and ADA requirements - $2.0M: The objective of this project is to support the design development for approximately 481 stations that need to be made compliant with applicable statutory and regulatory ADA requirements.

- Sacramento Valley Station Service Tunnel - $1.4M: This project is Amtrak's incremental cost for a new service tunnel at the Sacramento Valley station in Sacramento, CA. The current station has reached its capacity and a freight by-pass track is needed to decrease delays and increase OTP. Amtrak is committed to spending $2.7M towards this initiative.

Joint Benefit Program $7.7M

Amtrak will spend $7.7M on contractual obligation by assessing for joint benefit process in FY11 as follows:

- Maryland Area Regional Commuter (MARC) –$7.0M
- Virginia Railway Express (VRE) – $0.7M

Procurement & Materials Management

Overview of the Department:

The department consists of two distinct functional areas: Procurement and Materials Management. Procurement is tasked with developing and managing optimal purchasing processes for all capital and operating parts, components and end items for rolling stock, maintenance of way and equipment consumption as well as bidding and contracting for all other outside services and commodities. The Material Management group operates supply chain activity such as warehousing, transportation and logistics, and inventory planning, management, and control. In addition, this department manages all administrative functions at the corporate offices including mail communications, reprographics center, facility management, construction and space planning.

The FY11 total budget request is $28.7M compared to $29.5M for FY10. The FY11 budgeted headcount is 489 (149 management positions, 312 agreement covered positions, 11 reimbursable positions and 17 stimulus related positions), and represents an increase of 1 management position compared to FY10 budget.

Base Activity:

The FY11 base budget request is $28.7M and it is mainly driven by labor cost, facility expenses and a credit for capitalized overhead expenses. The FY11 base core operating request, as compared to FY10 base budget has decreased by $0.2M. This decrease is primarily due to:

- Inflation of prior year including labor contract requirements, changes in vacancy rate assumptions and related employee benefits and FELA allocations $1.3M
- Non-recurring FY09 cost for installation of carpet at the headquarter offices in Washington DC ($0.9M)
- Increase in capitalized overhead transfer credits from increase in stimulus activity $(0.7M)
- Other $0.3M

New Activity:

No budget for new activity is requested in FY11

Procurement & Materials Management: Operating Expenses Summary FY09-FY11

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Salaries	$10.1	$10.6	$10.7	$0.1	0.6%
Wages & Overtime	$15.1	$15.5	$16.0	$0.5	3.0%
Employee Benefits	$12.5	$13.4	$14.2	$0.8	5.9%
Employee Related	$0.6	$0.8	$0.9	$0.1	10.1%
Salaries, Wages and Benefits	$38.2	$40.4	$41.8	$1.4	3.5%
Fuel, Power, & Utilities	$0.3	$0.4	$0.3	($0.1)	-15.0%
Materials	$0.2	$0.2	$0.2	$0.0	1.6%
Facility, Communication, & Office	$4.4	$6.0	$5.0	($1.0)	-16.2%
Advertising and Sales	$0.1	$0.1	$0.1	$0.0	1.6%
Casualty and Other Claims Total	$0.4	$0.5	$0.5	$0.0	1.6%
Professional Fees	$2.0	$2.1	$2.1	$0.0	1.6%
Data Processing Services and Supplies	$0.7	$1.1	$0.9	($0.2)	-17.9%
Environmental and Safety	$0.1	$0.1	$0.1	$0.0	1.6%
M of W Services	$0.2	$0.4	$0.4	$0.0	3.0%
Expense Transfers	$0.0	$0.6	$0.0	($0.6)	-100.0%
Other Expenses	$0.0	($0.2)	$0.0	$0.2	-100.0%
Indirect Costs Capitalized To P&E	($16.8)	($22.1)	($22.7)	($0.7)	3.0%
Total Operating Expenses	**$29.9**	**$29.5**	**$28.7**	**($0.8)**	**-2.8%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$28.7**
Total FY10 New Activity	**$0.8**
FY10 Total Budget	**$29.5**

Changes to Base Activity	
Inflation of prior year including labor contract requirements, changes in vacancy rate assumptions and related employee benefits and FELA allocations	$1.3
Non-recurring FY10 cost for installation of carpet at the headquarter offices in Washington DC	($0.9)
Increase in capitalized overhead transfer credits from increase in stimulus activity	($0.7)
Other	$0.2
Base Activity Increase/(Decrease) from Prior Year	**($0.0)**
Total FY11 Base Activity	**$28.7**
FY11 Total Budget	**$28.7**

Procurement – Capital Projects

$in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL / OTHER	TOTAL
Facility Purchases and Improvements	Material Handling Equipment Facilities - State of Good Repair	0.7	-	0.7
	Material Management Facilities - State of Good Repair	2.4		2.4
Euipment and Tool Purchases	Vehicle Purchase	0.4		0.4
	Vending Machine Purchase	1.0		1.0
	Vehicle Replacement	6.2	-	6.2
	Total Procurement	**$ 10.6**	**$ -**	**$ 10.6**

Facility Purchases and Improvements $3.1M

- Material handling equipment facilities state of good repair, $0.7M to replace and upgrade material handling equipment at Materials Management warehousing facilities system wide. Equipment being replaced is generally beyond its useful life (8-10 years) and beyond economical repair. FY11 request is for 5 stackers, 14 forklifts, 3 material utility carts, 1 floor scrubber, 1 battery replacement and 1 scissors lift.
- Material management facilities state of good repair, $2.4M, to make improvements to Material Management store rooms, warehouses, and rail yards. Improvements include: storage racking system and decking to improve storage capacity; security fencing/cameras/doors; upgrades to sprinkler system; roll up doors; dock levelers; upgrades to rail yard and bases, including cable storage barns, heating and lighting improvements, floor resealing, paving and roof replacements.

Equipment and Tool Purchases $7.6M

- Vehicle Purchase, $0.4M to purchase 2 delivery vehicles for the distribution of materials to engineering job sites. These functions are currently performed by engineering forces and the pick up of materials has become a drain on the manpower and equipment within the engineering department.
- Vending Machine Purchase, $1M to continue the deployment of Supply Pro vending machine and software in order to provide mechanics self service access to frequently used parts. This will improve mechanic's productivity by reducing waiting time for materials and providing materials close to the point of use.
- Vehicle Replacement, $6.2M to replace 34 heavy duty work vehicles. The vehicles recommended for replacement were chosen based on age, mileage, overall condition, or increased maintenance costs.

Real Estate Development

Overview of the Department:

The Real Estate Development department has responsibility for all Amtrak owned, leased and licensed real estate used for railroad, corporate and commercial revenue generating purposes. The Department consists of 26 real estate professionals and their support staff. The department's functions are grouped into two primary areas:

- Revenue Production: Revenue is generated through property development; leasing of Amtrak owned real estate and fiber optic capacity in stations and along the right-of-way; advertising in stations along the right-of-way and on-board trains, management of parking facilities; retail leases in stations; special events in stations and filming; pipe and wire occupations along the right-of-way, automated teller machines, vending machines and pay phones in stations, and the sale of excess property.
- Operations support: Includes enforcement of all terms of leases for Amtrak-owned property; acquisition, negotiation, and management of leases for Amtrak occupied properties; purchase of property required for Amtrak operations; management of office space; joint development and use of stations with commuter agencies; coordination with federal, state and local agencies in development projects; management of maps and title information; provide general real estate services to Amtrak operating departments.

The department manages in excess of:

- 875 real estate leases, licenses, easements and management agreements
- 190 retail leases
- 160 telecommunication agreements
- 2,300 pipe & wire agreements
- 500 requests for property maps, plans, descriptions per year

The FY11 total budget request is $10.1M representing a decrease of ($1.5M) compared to the total FY10 budget request of $11.6M. The authorized headcount is 26 for FY10 and FY11.

Base Activity:
The FY11 base budget request is $10.1M and it is mainly driven by labor cost and the 30th Street Station garage operating expenses. The FY11 base operating request, as compared to FY10 budget has decreased by ($0.2M). This decrease is primarily due to the elimination of property management firm and special events at 30th Street Station in Philadelphia, PA.

New Activity:
No budget for new activity is requested for FY11.

Real Estate - Operating Expenses Summary FY09-FY11

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$2.0	$2.2	$2.2	($0.0)	-1.2%
Wages & Overtime	$0.1	$0.2	$0.2	$0.0	3.0%
Employee Benefits	$1.1	$1.3	$1.3	$0.0	1.1%
Employee Related	$0.0	$0.1	$0.1	($0.0)	-26.6%
Salaries, Wages and Benefits	$3.4	$3.8	$3.7	($0.0)	-1.1%
Fuel, Power, & Utilities	$0.3	$0.3	$0.3	$0.0	6.2%
Facility, Communication, & Office	$3.3	$3.4	$3.4	($0.1)	-1.7%
Advertising and Sales	$0.0	$0.0	$0.0	($0.0)	-74.4%
Professional Fees	$2.0	$3.8	$2.4	($1.4)	-36.1%
Financial	$0.2	$0.3	$0.3	$0.0	0.0%
Total Operating Expenses	**$9.2**	**$11.6**	**$10.1**	**($1.5)**	**-12.7%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$10.3**
Total FY10 New Activity	**$1.3**
FY10 Total Budget	**$11.6**

Changes to Base Activity	
Decrease in expenses related to elimination of property management firm and special events at 30th Street Station, Philadelphia.	($0.2)
Base Activity Increase/(Decrease) from Prior Year	**($0.2)**
Total FY11 Base Activity	**$10.1**
FY11 Total Budget	**$10.1**

Real Estate - Capital Projects

$ in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL / OTHER	TOTAL
Chicago Union Station	Chicago Parking Garage Improvements	1.6	-	1.6
Philadelphia-30th St. Station	30th Street Station - Understreet Garage Reconstruction	5.0	-	5.0
Other Station Development	Baltimore Station - Redevelopment	0.3	-	0.3
	Total Real Estate	**$ 6.9**	**$ -**	**$ -**

Chicago Parking Garage Improvements $1.6M

- The project involves improvements to the following areas: concrete slab, overhead/vertical concrete, post-tensioned beams, barrier cables, steel members, and column/beam/wall cracks, construction/expansion/cove joints, waterproofing membrane, stairwell windows/frames, drainage system and metal doors/frames. These improvements are comprehensive and designed to last 15-18 years before additional extensive improvements would be required. Deferral of this project represents a potential safety risk to Amtrak's parking customers and may negatively impact the $6.0 million of annual revenue generated from the facility. In addition, Amtrak, in the future, may be in violation of city and state building codes resulting in fines, litigation and possible closure of the parking facility.

Philadelphia – 30th Street Station Garage Repairs $5.0M

- This is a continuing project and involves the permanent replacement of deteriorated structural columns, beams and surface decking of the under- street parking facility below 30th Street Station, Philadelphia, PA. The work also includes remedying the water infiltration problems throughout the facility. Additional scope will include sandblasting, inspecting, replacing and painting the structural steel below the North Parking Deck (NPD) that has not already been improved or replaced.

Baltimore Station Redevelopment $0.3M

- This is a continuing project and involves the restoration to the exterior facade, replacement/improvements of the interior and roof drainage system, contribution to the development of design documents and any additional improvements necessary to retail space, refit and prepare the site for redevelopment.

Transportation

Overview of the Department

The Transportation Department consists of six operating divisions, one customer service division and six support areas including: System Operations (CNOC), Risk and Emergency Preparedness Management, Host Railroads, Safety and Operating Rules Compliance, Service Delivery and Operations Management groups. The department has 8,764 budgeted headcount, including 648 management, 107 ARASA-OBS and Mechanical and 8,009 agreement employees. Transportation is responsible for providing a safe, comfortable and on-time national rail passenger service as well as developing train consists, schedules and dispatching of trains for Amtrak and five Commuter agencies. It has the responsibility for all operations, maintenance and staffing for Amtrak and non-Amtrak owned Stations and management of 23 host railroad contracts. Crew Management and Scheduling (CNOC) create cost efficient crew couplets to support train operations.

Transportation's funding request is largely based on the number of train miles in the timetable, train schedules and the equipment consist book. Salaries, labor and benefits comprise 66% of our FY11 Operating expenses, other major cost categories are train fuel, host railroad payments, connecting transportation services, utilities, station/facilities costs and crew costs.

Base Activity:

Transportation's FY11 base budget is $1,314.0M and new initiatives of $42.3M with a total budget of $1,356.3M for a total increase over FY10 Budget of $58.1M. Labor, benefits and FELA are the driving factors in the base increase from FY10 to FY11. Reductions include the cancellation of the VRE contract, which will be a reduction of 72 positions, and transfer of utilities from Transportation to Engineering and Mechanical Departments.
A summary of FY11 changes includes the following:

- Inflation of Prior Year base including labor agreement - $26.7M
- Change in Base Employee Benefits & FELA - $14.5M
- Change in Base Transfer Credits - $0.4M
- Decreased Absenteeism / Reduced Vacancy Rate – $5.3
- Net Transfer of Utilities to Engineering and Mechanical Departments – ($16.9M)
- Professional Fees & Services – ($1.1M)
- Increased Station Rent San Diego and Washington Union Station – $1.0M
- Host RR Increases per American Association of Railroads Indices for FY11 - $7.2M
- Commuter Services (corresponding increase in Commuter Revenue) - $4.3M
- Commuter Services VRE Cancellation (corresponding decrease in Commuter Revenue of $18.9M) – ($11.1M)
- Reimbursable Services Increase (Offset by increase in revenue) - $0.4M
- Other and Miscellaneous - $2.8M

New Activity:

Transportation has included ten initiatives in the FY11 Plan that will add $42.3M to FY11 operating expenses. The largest increase is the inclusion of the new Metrolink contract effective July 1, 2010, which is anticipated to increase headcount by 148 positions. Other initiatives include projects that focus on a Safer, Healthier, and Greener Amtrak, including a behavior based safety initiative (Safe-2-Safer) and an expanded recycling program, as well as three new train services annualized in FY11 (2 in Virginia and 1 in Washington State). The new services started in FY10 adding 47 to the headcount. The train services bring in an incremental $11.2M of revenue in FY11. There are funds to

improve OTP and meet the PRIIA requirements for OTP and CSI metrics. A summary of FY11 changes includes the following:

- Cost for New Virginia State Supported Services (revenue of $9.2M in FY11) - $5.7M
- Increased Cost for Additional Cascade Service to Vancouver - $2.7M
- PRIIA and Stimulus Host Railroad Related - $0.6M
- ARRA Stimulus Work – Host Railroads - $0.2M
- Reduction in Diesel Fuel Consumption – ($4.8M)
- Green Initiatives (recycling) - $0.5M
- Safer Initiatives (Safe-2-Safer) - $10.2M
- NC State Supported Station Staffing - $1.5M
- PRIIA OTP / CSI Target Compliance - $1.4M
- Metrolink Contract Cost (revenue of $30.1M in FY11) - $24.1M
- Other - $0.2M

Operating Expense Summary FY09 –FY11: Transportation

				FY11 Incr/(Decr) vs FY10	
$ millions	**FY09 Actual**	**FY10 Budget as Appropriated**	**FY11 Budget**	**$**	**%**
Salaries	$59.7	$62.4	$66.8	$4.4	7.0%
Wages & Overtime	$505.0	$535.1	$562.0	$26.9	5.0%
Employee Benefits	$252.3	$246.9	$271.9	$25.0	10.1%
Employee Related	$8.1	$9.5	$9.9	$0.4	4.1%
Salaries, Wages and Benefits	$825.1	$854.0	$910.6	$56.6	6.6%
Train Operations	$163.7	$163.6	$170.5	$6.9	4.2%
Fuel, Power, & Utilities	$149.9	$165.2	$159.9	($5.3)	-3.2%
Materials	$23.6	$20.8	$17.4	($3.4)	-16.2%
Facility, Communication, & Office	$51.2	$57.1	$59.7	$2.6	4.6%
Advertising and Sales	$0.1	$0.1	$0.2	$0.1	136.6%
Casualty and Other Claims Total	$13.6	$17.5	$18.9	$1.5	8.4%
Professional Fees	$4.2	$10.4	$7.8	($2.6)	-24.7%
Data Processing Services and Supplies	$0.7	$0.5	$0.5	($0.0)	-0.8%
Environmental and Safety	$1.8	$2.6	$2.6	$0.0	0.9%
M of W Services	$3.3	$3.6	$3.5	($0.1)	-1.7%
Passenger Inconvenience	$7.2	$8.0	$7.3	($0.6)	-8.0%
Financial	$0.4	$0.7	$0.4	($0.3)	-38.0%
Pcard Transactions	$0.0	$0.1	$0.0	($0.0)	-98.4%
Indirect Costs Capitalized To P&E	($2.3)	($3.0)	($3.3)	($0.3)	10.0%
Total Operating Expenses	**$1,242.5**	**$1,298.2**	**$1,356.3**	**$58.1**	**4.5%**

Summary of Changes from FY10 to FY11

	$ Millions
Total FY10 Base Activity	**$1,280.4**
Total FY10 New Activity	**$17.8**
FY10 Total Budget	**$1,298.2**

Changes to Base Activity	
Inflation of Prior Year Core, including labor contract requirements	$26.7
Change in Base Core Employee Benefits Allocated	$14.2
Change in Base Core FELA Allocated	$0.3
Change in Base Transfer Credits	$0.4
Decrease in Absenteeism / Vacancy Rate	$5.3
Net Transfer of Utilities to Engineering and Mechanical Departments	($16.9)
Professional Fees & Services	($1.1)
Increased Station rent San Diego and Washington Union Station	$1.0
Host Railroad Increases per American Association of Railroads indices for FY11	$7.2
Commuter Services (offset by increase in Commuter Revenue)	$4.3
Cancellation of VRE contract	($11.1)
Increase in costs for Reimbursable Services (offset by increase in Reimbursable Revenue)	$0.4
Other	$2.8
Base Activity Increase/(Decrease) from Prior Year	**$33.6**
Total FY11 Base Activity	**$1,314.0**
New Activity	
Increase cost for new state supported Virginia services	$5.7
Second Cascades service to Vancouver	$2.7
PRIIA requirements - Host railroads	$0.6
ARRA Stimulus work - Host Railroads	$0.2
Reduce diesel fuel gallons consumption	($4.8)
Green Initiatives - Expanded Recycling Program	$0.5
Safety Initiatives	$10.2
North Carolina state supported station staffing	$1.5
PRIIA OTP / CSI Target Compliance	$1.4
Metrolink Contract	$24.1
Other	$0.2
Total FY11 New Activity	**$42.3**
FY11 Total Budget	**$1,356.3**

Capital Projects: Transportation

$ in millions

PROGRAM TITLE	PROJECT	GCAP	STATE & LOCAL/OTHER	TOTAL
Station Facility and Improvements	Support Equipment	$ 3.0	$ -	$ 3.0
	Club Acela Modifications	0.5	-	0.5
	NYP Penn Station Improvements	4.6	-	4.6
	Chicago Union Station Improvements	25.3	-	25.3
	WAS Conversion of Starlight to passenger load	9.0	-	9.0
	San Antonio Station/Facility Improvements	0.5	-	0.5
	Orlando Station Improvements	0.7	-	0.7
	Station Emergency Improvements	4.7	-	4.7
	Berlin Station	1.5	-	1.5
	Passenger Information Systems	4.3	-	4.3
	Station Signage	1.6		1.6
	Purchase of Wheel Chair Lifts	1.0	-	1.0
Transportation Rolling Stock Modification	Rail Passenger Emergency Response Evacuation Simulator	0.8	-	0.8
System/Business Application improvements	Train Equipment Management System	2.3	-	2.3
	Rail Incident Management System	2.4	-	2.4
	New Office Building - Los Angeles, CA	4.0	-	4.0
	On Time Performance and Delay Reporting Syste	0.3	-	0.3
Training and Performance Tracking	Wilmington Training Center Expansion	0.4	-	0.4
TOTAL TRANSPORTATION		**$ 66.7**	**$ -**	**$ 66.7**

Station and Facility Improvements Program: $56.6M

- Support Equipment -$3.0M: This is an annual request. Equipment for the 600+ stations to provide the best possible service to our passengers, comply with all applicable ADA regulations, and minimize operational expenses through use of common equipment. This equipment includes items such as radios, tractors, people movers, baggage floats, self-service luggage carts, tugs, and wheelchairs.
- Club Acela Modifications -$0.5M: This is a continuing project. Renovate lounges in Washington Union Station, 30th Street Station and NY Penn Station. Includes new furniture and fixtures, equipment replacement, increased seating capacity, alarm system upgrades, elevator upgrades, and self service beverages/snack area re-design to address ADA issues. The Lounges promote premium amenities for Select Plus members, Continental President's Club members, Guest Rewards recipients and customers traveling first class on the Acela Express and Long Haul Sleeper trains.
- NYP Station Improvements -$4.6M: This is a continuing project. This project will improve customer service by addressing the station facilities and amenities as well as safety and ADA issues, including public restroom renovation and replace HVAC units, replace 3 sets of entrance doors, upgrade Station PA system, platform painting, tactile edging replacement, general station painting, install stairway treading, increase ACELA seating areas by 200 seats, and replace counter work areas.
- Chicago Union Station Improvements - $25.3M: This is a multi-year project. Project will relocate CUS Metropolitan Lounge to historical building, renovate the coach boarding lounge, convert lounge G to public restrooms, install 72 sets of historical building entry doors, install induction lighting, restoration of historical building façade, install a new HVAC for the great hall and the 2nd and 3rd floors of the station, replace 12 escalators, replace tactile edging along the platforms, renovate pedway, install historical building sprinkler system, replace both exterior and interior windows throughout the 2nd of 8th floors throughout the historical building, and modernize elevators (4 passenger, 2 freight), and

perform environmental remediation work, which will include lead based paint and asbestos removal on upper floors.

- Washington Union Station Starlight Room Reconfiguration for Passenger Loading $9.0M: This is a continuing project. The new design will integrate needs of simultaneous boarding of intercity, Acela and commuters, upgrade first class Acela Lounge and incorporate improved line of sight requirements for potential secured screening areas. The project goal is to enhance passenger queuing areas for more direct boarding to trains and reduce congestion caused by passenger queuing through retail concourse. The present situation does not allow an efficient boarding operation, creates safety and security concerns due to congestion throughout the station, and does not provide for crowd control during an evacuation.
- San Antonio Station/Facility Improvements - $0.5M: This is a continuing project. Involves the replacement of the existing platform with a new concrete platform, installation of yellow tactile warning tiles, platform ramps, platform railing and hand rails. Modify existing stations ticket counter, station signs and access to ensure compliance with ADA guidelines.
- Orlando Station Improvements - $0.7M: This is a new project. Involves the renovation and upgrade of the Orlando Station and administrative offices. These renovations and upgrades address OSHA environmental and state code issues that could potentially result in penalties.
- Station Emergency Improvements – $4.7M: This is a new project. Involves the funding of a variety of improvements as a result of unforeseen operational and natural disaster events to a state of good repair for approximately 55 NEC Corridor and 450 Off Corridor staffed and unstaffed stations including crew bases and offices.
- Berlin Station - $1.5M: This is a new project. Involves restoration and improvements to the station facilities and amenities which will improve passenger comfort and provide a pleasant travelling experience.
- Passenger Information Systems $4.3M: This is a new project. Involves the design and installation of a new passenger information system at New York Penn Station, Route 128, Providence, Springfield and Stanford. The current systems are outdated and require manual updating. New systems are required to provide timely train and safety passenger information.
- Station Signage - $1.6M: This is a continuing project. Involves the replacement of outdated, worn and faded signage at many Amtrak locations. In FY11 platform display (kiosk) signs will be upgraded on the Coast Starlight, Empire Builder, California Zephyr, Southwest Chief, Pere Marquette, Wolverine and Bluewater, Empire Service, Adirondack and Downeaster routes.
- Purchase of Wheel Chair Lifts - $1.0M: This is a continuing project. Involves the compliance with ADA requirements by covering costs of sheds, site surveys, site preparations, wheelchair lifts

Transportation Rolling Stock Modification $0.8M

- Rail Passenger Emergency Response Evacuation Simulator - $0.8M: This is a new project. This project will fund the purchase of a Rail Passenger Emergency Response Evacuation Simulator (Rollover Rig) which will be located at the West Yard in Wilmington Training Center. The Rollover Rig will enable Amtrak to simulate a rail passenger vehicle after derailment, facilitate the training of first responders in the evacuation of passengers, provide a platform for studying passenger evacuation scenarios and provide a test bed for new evacuation procedures and hardware.

System/Business Application Improvement Program $8.9M

- Train Equipment Management System (TEMS) - $2.3M: This is a continuing project. This is a comprehensive project designed to automate the paper process of equipment and train creation, manipulation and management. TEMS consists of 4 phases: 1) Consist Tracking; 2) Yard Control Reporting; 3) System Fleet Status Reporting; 4) Capacity Planning. All of these

systems will be driven off data that is maintained in Operations Management System. FY10 will complete Phase 2 and Phase

- Rail Incident Management System - $2.4M: This is a continuing project. The project goal is to obtain a commercial, off the shelf (COTS) software package to be used on an enterprise basis across Amtrak. The system will allow Amtrak to create incident procedures, create and execute drills for practice, and internally measure our performance at the conclusion of an incident. It will be designed so that it can handle multiple, simultaneous incidents ranging from simple incidents only requiring documentation to large corporate wide disasters.
- New Office Building Los Angeles, CA - $4.0M: This is a new project. The project involves design and beginning construction of a new office building at the Los Angeles Yard for T&E crews, OBS, mechanical shop, storage and employee facilities. The new building will reduce rent payments for renting offices at Los Angeles Union Station up to 50%.
- On Time Performance and Delay Reporting System - $0.3M: This is a new project. Involves the software upgrades/enhancements including development of user managed definition tables for the On Time Performance and Delay Reporting System that was purchased in 2000. The current OTP system data capture, management, analysis and outflow capabilities are limited.

Training and Performance Tracking Program $0.4M

- Wilmington Training Center Expansion - $0.4M: This is a new project. This project involves the expansion of the Wilmington Training Center to accommodate displaced staff from CNOC and allow engineering, mechanical and transportation to increase centralized training. Currently the classroom space is limited and the expansion will include an additional 7 classrooms, 2 mock-up rooms, 2 computer-based training rooms, 30 offices and 3 conference rooms. This will eliminate the need to use training facilities at local hotels.

Corporate Common

Overview of the Department:

The Corporate Common responsibility center is for accounting for transactions that are not directly attributable to a specific department and therefore must be allocated, as well as depreciation and accounting transactions that relate to the subsidiaries. The major types of expenses included in Corporate Common are:

- Employee Benefits
- Claims Insurance including FELA
- Depreciation & Amortization
- Annual Salary Merit Increases (budget only)
- Subsidiary Accounting transactions

Employee Benefits are expected to cost $648M in FY11, although $41M of that total is for post-retirement benefits that do not use current year funding. The benefit costs are allocated to the functional departments. Claims Insurance is expected to exceed $48M and is likewise allocated to the departments. Depreciation and amortization is expected to cost $631M, although the vast majority is a non-cash expense that does not impact current year operating funding. The annual salary merit increase is budgeted for the entire company in Corporate Common. The amount budgeted in FY11 - $16.4M – represents cumulative merit increases in January 2010 and January 2011. Salaries in the department budgets are prepared based on the employee salaries as of October 2009, therefore the Corporate Common FY11 budget accounts for two annual merit increase cycles.

Base Activity:

The FY11 base budget is $663.5M and is mainly driven by estimated management merit increases for total Amtrak, depreciation, and insurance claims that are not allocated to the departments. The FY11 base operating request, as compared to FY10 budget, has increased by $70.8M. This increase is primarily due to:

- Management merit increase $9.5M. Total Amtrak estimated merit increase is budgeted in Corporate Common
- Increase in employee benefit cost primarily due to increased cost of Amplan health insurance to reflect increase in medical claims, and increase in Railroad retirement taxes to reflect increased labor cost $51.2M
- Decrease in non-cash post retirement benefits ($9.1M)
- Increase in credits for benefit cost allocated to the departments ($53M)
- Increase in depreciation expenses $73.2M
- Decrease in Insurance Claims - FELA ($10.4M)
- Reduction in credits for wreck repair accruals due to decrease in Stimulus activity $4.9M
- Increase in subsidiaries activity $1.5M
- Decrease in cost for Commuter services (offset by decrease in Commuter revenue) ($0.2M)
- Increase in cost for Reimbursable services (offset by increase in Reimbursable revenue) $1.5M
- Other $1.7M

New Activity:

New activity in FY11 includes a reduction of ($0.7M) in insurance claims due to the implementation of the "Safe to Safer" program.

Corporate Common: Operating Expenses Summary FY09-FY11

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Incr/(Decr) vs FY10 $	FY11 Incr/(Decr) vs FY10 %
Corporate Benefits - Cash	$533.0	$555.5	$606.7	$51.2	9.6%
Post Retirement Benefits - Non Cash	$43.0	$50.5	$41.4	($9.1)	-21.1%
Benefits Allocated to Departments	($566.7)	($597.1)	($650.1)	($53.0)	8.9%
Net Benefit Cost to Corp Common	$9.2	$8.8	($2.0)	($10.8)	-122.7%
Total Cost of Claims Insurance	$40.7	$58.1	$48.6	($9.5)	-33.9%
Claims Insurance Allocated to Departments	($23.3)	($30.1)	($31.0)	($0.9)	2.9%
Net Claims Insurance Cost to Corp Common	$17.4	$28.0	$17.6	($10.4)	-37.2%
Annual Merit Increases budgeted in Corp Common	$0.0	$6.9	$16.4	$9.5	137.5%
Depreciation & Amortization	$555.2	$557.6	$630.8	$73.2	13.1%
Total Other - Primarily related to Subsidiary Accounting	($14.0)	($8.6)	$0.1	$8.7	-100.8%
Total Operating Expenses	$567.9	$592.7	$662.8	$70.2	11.8%

Summary of Changes from FY10 to FY11

	$ Millions
FY10 Total Budget	**$592.7**
Changes to Base Activity	
Annual merit increases budgeted in corporate common	$9.5
Increase in employee benefit cost primarily due to increased cost of Amplan health insurance to reflect increase in medical claims, and increase in Railroad retirement taxes to reflect increased labor cost	$51.2
Decrease in non-cash post retirement benefits	($9.1)
Increase in credits for benefits cost allocation to the departments	($53.0)
Increase in Depreciation	$73.2
Decrease in Insurance Claims - FELA	($10.4)
Reduction in credits for wreck repair accruals due to decrease in Stimulus activity	$4.9
Increase in subsudiaries activity	$1.5
Decrease in costs for Commuter Services (offset by decrease in Commuter Revenue)	($0.2)
Increase in costs for Reimbursable Services (offset by increase in Reimbursable Revenue)	$1.5
Other	$1.7
Base Activity Increase/(Decrease) from Prior Year	**$70.8**
Total FY11 Base Activity	**$663.5**
New Activity	
Decrease in insuarnce claims as a result of the implementation of Safe to Safer program	($0.7)
Total FY11 New Activity	**($0.7)**
FY11 Total Budget	**$662.8**

National Railroad Passenger Corporation

AMTRAK

Fiscal Year 2011 Comprehensive Business Plan

Operating, Capital Programs, and Debt Service Expense Budget

Appendix Reports

Summary Income Statement by Major Account
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National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Major Accounts
FY11 Operating Budget

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	%
REVENUES:					
Passenger Related:					
Ticket Revenue	1,563.5	1,619.1	1,704.6	85.6	5.3%
Food and Beverage	92.6	94.0	100.0	6.1	6.5%
State Supported Train Revenue	157.4	191.5	199.2	7.6	4.0%
Total Passenger Related Revenue	1,813.5	1,904.6	2,003.8	99.3	5.2%
Commuter	147.3	141.8	158.8	17.0	12.0%
Reimbursable	100.9	103.7	102.7	(1.0)	-1.0%
Commercial Development	76.6	69.5	71.5	2.0	2.9%
Other Transportation	144.2	136.0	150.2	14.2	10.4%
Freight Access Fees and Other	43.1	41.7	41.4	(0.3)	-0.8%
Total Other Revenue	512.1	492.7	524.6	31.9	6.5%
Total Operating Revenue	**2,325.6**	**2,397.3**	**2,528.4**	**131.2**	**5.5%**
EXPENSES:					
Salaries, Wages and Benefits:					
Salaries	225.7	247.6	263.8	16.1	6.5%
Wages & Overtime	887.8	962.3	996.7	34.4	3.6%
Employee Benefits	526.5	547.6	591.2	43.6	8.0%
Employee Related	27.7	29.3	31.0	1.7	5.8%
Salaries, Wages and Benefits	1,667.7	1,786.8	1,882.6	95.8	5.4%
Train Operations	245.7	245.1	253.6	8.5	3.5%
Fuel, Power, & Utilities	272.8	308.3	346.6	38.4	12.4%
Materials	183.9	177.9	197.0	19.2	10.8%
Facility, Communication, & Office	162.5	160.3	163.6	3.4	2.1%
Advertising and Sales	106.2	112.7	114.8	2.1	1.9%
Casualty and Other Claims Total	50.0	68.5	60.7	(7.8)	-11.4%
Depreciation	575.7	576.9	650.2	73.3	12.7%
Amort of Gain On Sale/Leaseback	(13.1)	(12.2)	(12.2)	0.0	0.0%
Professional Fees	77.9	94.2	90.7	(3.5)	-3.7%
Data Processing Services and Supplies	86.3	98.9	103.7	4.7	4.8%
Environmental and Safety	17.4	13.0	13.1	0.2	1.3%
Maintenance of Way Services	35.0	36.0	33.9	(2.1)	-5.9%
Passenger Inconvenience	11.8	12.9	11.4	(1.6)	-12.1%
Financial	39.2	45.4	46.6	1.2	2.6%
Other Expenses	(1.6)	(9.2)	(4.0)	5.2	-56.7%
Indirect Costs Capitalized To P&E	(115.1)	(127.8)	(140.5)	(12.7)	10.0%
Total Expenses	3,402.1	3,587.7	3,811.9	224.2	6.2%
Operating Income (Loss)	**(1,076.5)**	**(1,190.4)**	**(1,283.4)**	**(93.0)**	**7.8%**
Other (Income) and Expense:					
Interest Income	(65.5)	(56.8)	(55.6)	1.2	-2.0%
Interest Expense	175.4	158.3	146.1	(12.2)	-7.7%
Other Expense - Net	109.9	101.5	90.5	(11.1)	-10.9%
Project Expenses	86.3	80.2	47.7	(32.4)	-40.4%
Net Income or (Loss)	**(1,272.7)**	**(1,372.1)**	**(1,421.6)**	**(49.5)**	**3.6%**
Adj for Depreciation, OPEBs, PRJ & Interest	814.9	809.1	829.8	20.7	2.6%
Adjusted Income or (Loss)	**(457.8)**	**(563.0)**	**(591.8)**	**(28.8)**	**5.1%**
PRIIA Allowable		**580.0**	**592.0**		
Over/(Under) PRIIA		**(17.0)**	**(0.2)**		

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	Revenue	Transportation	Mechanical	Engineering
REVENUES:				
Passenger Related:				
Ticket Revenue	1,704.5			
Food and Beverage	100.0			
State Supported Train Revenue	199.2			
Total Passenger Related Revenue	2,003.7	0.0	0.0	0.0
Commuter		145.6	13.2	
Reimbursable		0.4	10.8	91.5
Commercial Development				
Other Transportation	140.6			
Freight Access Fees and Other	28.3			
Total Other Revenue	168.9	146.0	24.0	91.5
Total Operating Revenue	**2,172.6**	**146.0**	**24.0**	**91.5**
EXPENSES:				
Salaries, Wages and Benefits:				
Salaries		66.8	32.4	25.7
Wages & Overtime		562.0	204.2	152.8
Employee Benefits		271.9	124.3	85.2
Employee Related		9.9	2.5	4.9
Salaries, Wages and Benefits		910.6	363.4	268.6
Train Operations		170.5	0.1	0.0
Fuel, Power, & Utilities		159.9	28.3	9.7
Materials		17.4	161.2	23.2
Facility, Communication, & Office		59.7	17.2	16.4
Advertising and Sales		0.2	0.0	0.0
Casualty and Other Claims Total		18.9	6.9	3.7
Depreciation		0.0	0.0	0.0
Amort of Gain On Sale/Leaseback		0.0	0.0	0.0
Professional Fees		7.8	3.5	6.9
Data Processing Services and Supplies		0.5	0.3	1.8
Environmental and Safety		2.6	5.2	3.4
Maintenance of Way Services		3.5	0.9	27.7
Passenger Inconvenience		7.3	0.0	0.0
Financial		0.4	0.1	2.5
Other Expenses		0.3	(2.0)	(0.8)
Indirect Costs Capitalized To P&E		(3.3)	(33.7)	(80.6)
Total Expenses		1,356.3	551.3	282.3
Operating Income (Loss)	**2,172.6**	**(1,210.3)**	**(527.3)**	**(190.8)**
Other (Income) and Expense:				
Interest Income				
Interest Expense				
Other Expense - Net				
Project Expenses			35.5	
Net Income or (Loss)	**2,172.6**	**(1,210.3)**	**(562.8)**	**(190.8)**
Adj for Depreciation, OPEBs, PRJ & Interest			35.5	
Adjusted Income or (Loss)	**2,172.6**	**(1,210.3)**	**(527.3)**	**(190.8)**

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	EHS	Police & Security Division	RCM	COO Staff	Chief Operating Officer
REVENUES:					
Passenger Related:					
Ticket Revenue					
Food and Beverage					
State Supported Train Revenue					
Total Passenger Related Revenue	0.0	0.0	0.0	0.0	0.0
Commuter					158.8
Reimbursable		0.0			102.7
Commercial Development					
Other Transportation					
Freight Access Fees and Other					
Total Other Revenue	0.0	0.0	0.0	0.0	261.5
Total Operating Revenue	**0.0**	**0.0**	**0.0**	**0.0**	**261.5**
EXPENSES:					
Salaries, Wages and Benefits:					
Salaries	3.3	9.3	0.0	1.1	138.4
Wages & Overtime	0.2	27.8	0.0	0.0	946.9
Employee Benefits	1.9	18.3	0.0	0.6	502.2
Employee Related	0.3	3.7	0.0	0.0	21.3
Salaries, Wages and Benefits	5.7	59.0	0.0	1.7	1,608.9
Train Operations	0.0	0.0	0.0	0.0	170.7
Fuel, Power, & Utilities	0.0	0.0	0.0	0.0	197.9
Materials	0.0	0.1	0.0	0.0	201.8
Facility, Communication, & Office	0.4	2.7	0.0	0.2	96.7
Advertising and Sales	0.0	0.0	0.0	0.0	0.2
Casualty and Other Claims Total	0.0	0.9	0.0	0.0	30.5
Depreciation	0.0	0.0	0.0	0.0	0.0
Amort of Gain On Sale/Leaseback	0.0	0.0	0.0	0.0	0.0
Professional Fees	0.4	1.9	7.3	0.0	27.8
Data Processing Services and Supplies	0.0	0.0	0.0	0.0	2.6
Environmental and Safety	3.4	0.4	0.0	0.0	14.9
Maintenance of Way Services	0.0	1.4	0.0	0.0	33.4
Passenger Inconvenience	0.0	0.0	0.0	0.0	7.3
Financial	0.0	0.0	0.0	0.0	3.0
Other Expenses	0.0	0.0	0.0	0.0	(2.5)
Indirect Costs Capitalized To P&E	0.0	0.0	0.0	0.0	(117.6)
Total Expenses	10.0	66.5	7.4	1.9	2,275.6
Operating Income (Loss)	**(10.0)**	**(66.4)**	**(7.4)**	**(1.9)**	**(2,014.1)**
Other (Income) and Expense:					
Interest Income					
Interest Expense					
Other Expense - Net					
Project Expenses		11.6			47.1
Net Income or (Loss)	**(10.0)**	**(78.0)**	**(7.4)**	**(1.9)**	**(2,061.2)**
Adj for Depreciation, OPEBs, PRJ & Interest		11.6			47.1
Adjusted Income or (Loss)	**(10.0)**	**(66.4)**	**(7.4)**	**(1.9)**	**(2,014.1)**

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	Finance	Real Estate	Procurement and Matl Mgmt	Corporate Common	Chief Financial Officer
REVENUES:					
Passenger Related:					
Ticket Revenue					
Food and Beverage					
State Supported Train Revenue					
Total Passenger Related Revenue	0.0	0.0	0.0	0.0	0.0
Commuter					
Reimbursable					
Commercial Development		66.2			66.2
Other Transportation					
Freight Access Fees and Other					
Total Other Revenue	0.0	66.2	0.0	0.0	66.2
Total Operating Revenue	**0.0**	**66.2**	**0.0**	**0.0**	**66.2**
EXPENSES:					
Salaries, Wages and Benefits:					
Salaries	15.3	2.2	10.7	16.4	44.6
Wages & Overtime	4.7	0.2	16.0	(11.5)	9.4
Employee Benefits	11.0	1.3	14.2	(2.0)	24.5
Employee Related	0.4	0.1	0.9	0.0	1.4
Salaries, Wages and Benefits	31.4	3.7	41.8	3.0	79.8
Train Operations	0.0	0.0	0.0	0.0	0.0
Fuel, Power, & Utilities	144.6	0.3	0.3	0.1	145.2
Materials	0.0	0.0	0.2	(3.3)	(3.1)
Facility, Communication, & Office	2.7	3.4	5.0	8.1	19.2
Advertising and Sales	37.4	0.0	0.1	0.0	37.5
Casualty and Other Claims Total	0.2	0.0	0.5	17.6	18.3
Depreciation	0.0	0.0	0.0	642.9	642.9
Amort of Gain On Sale/Leaseback	0.0	0.0	0.0	(12.2)	(12.2)
Professional Fees	6.5	2.4	2.1	(0.6)	10.4
Data Processing Services and Supplies	0.9	0.0	0.9	0.0	1.8
Environmental and Safety	0.0	0.0	0.1	(2.0)	(1.9)
Maintenance of Way Services	0.0	0.0	0.4	0.0	0.4
Passenger Inconvenience	0.0	0.0	0.0	0.0	0.0
Financial	42.8	0.3	0.0	0.0	43.1
Other Expenses	0.0	0.0	0.0	9.5	9.5
Indirect Costs Capitalized To P&E	0.0	0.0	(22.7)	(0.2)	(23.0)
Total Expenses	266.3	10.1	28.7	662.8	967.9
Operating Income (Loss)	**(266.3)**	**56.1**	**(28.7)**	**(662.8)**	**(901.7)**
Other (Income) and Expense:					
Interest Income	(55.6)				(55.6)
Interest Expense	146.1				146.1
Other Expense - Net	90.5				90.5
Project Expenses					
Net Income or (Loss)	**(356.8)**	**56.1**	**(28.7)**	**(662.8)**	**(992.2)**
Adj for Depreciation, OPEBs, PRJ & Interest	90.5			684.3	774.8
Adjusted Income or (Loss)	**(266.3)**	**56.1**	**(28.7)**	**21.5**	**(217.4)**

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	CEO	Marketing	IT	HR
REVENUES:				
Passenger Related:				
Ticket Revenue				
Food and Beverage				
State Supported Train Revenue				
Total Passenger Related Revenue	0.0	0.0	0.0	0.0
Commuter				
Reimbursable				
Commercial Development				
Other Transportation				
Freight Access Fees and Other		11.2		
Total Other Revenue	0.0	11.2	0.0	0.0
Total Operating Revenue	**0.0**	**11.2**	**0.0**	**0.0**
EXPENSES:				
Salaries, Wages and Benefits:				
Salaries	0.8	22.3	22.4	12.5
Wages & Overtime	0.0	37.0	0.3	0.1
Employee Benefits	0.4	30.5	12.7	7.1
Employee Related	0.1	1.4	1.6	3.5
Salaries, Wages and Benefits	1.3	91.2	37.0	23.2
Train Operations	0.0	83.0	0.0	0.0
Fuel, Power, & Utilities	0.0	0.7	0.0	0.0
Materials	0.0	0.0	0.0	0.0
Facility, Communication, & Office	0.1	10.9	32.9	2.2
Advertising and Sales	0.0	76.9	0.0	0.1
Casualty and Other Claims Total	0.0	0.9	0.0	0.0
Depreciation	0.0	0.0	0.0	0.0
Amort of Gain On Sale/Leaseback	0.0	0.0	0.0	0.0
Professional Fees	0.0	13.1	0.3	1.1
Data Processing Services and Supplies	0.0	2.0	97.7	0.0
Environmental and Safety	0.0	0.0	0.0	0.0
Maintenance of Way Services	0.0	0.5	0.0	0.1
Passenger Inconvenience	0.0	4.0	0.0	0.0
Financial	0.0	0.0	0.0	0.0
Other Expenses	0.0	0.0	(1.5)	0.0
Indirect Costs Capitalized To P&E	0.0	0.0	0.0	0.0
Total Expenses	1.4	283.3	166.4	26.7
Operating Income (Loss)	**(1.4)**	**(272.1)**	**#####**	**(26.7)**
Other (Income) and Expense:				
Interest Income				
Interest Expense				
Other Expense - Net				
Project Expenses			0.6	
Net Income or (Loss)	**(1.4)**	**(272.1)**	**#####**	**(26.7)**
Adj for Depreciation, OPEBs, PRJ & Interest			0.6	
Adjusted Income or (Loss)	**(1.4)**	**(272.1)**	**#####**	**(26.7)**

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	Policy & Development	General Counsel	Labor Relations	Government Affairs	Total Corporate
REVENUES:					
Passenger Related:					
Ticket Revenue					
Food and Beverage					
State Supported Train Revenue					
Total Passenger Related Revenue	0.0	0.0	0.0	0.0	0.0
Commuter					
Reimbursable					
Commercial Development					66.2
Other Transportation					
Freight Access Fees and Other					11.2
Total Other Revenue	0.0	0.0	0.0	0.0	77.4
Total Operating Revenue	**0.0**	**0.0**	**0.0**	**0.0**	**77.4**
EXPENSES:					
Salaries, Wages and Benefits:					
Salaries	6.4	12.0	2.6	3.6	127.2
Wages & Overtime	(0.0)	0.0	0.2	(0.0)	47.1
Employee Benefits	3.6	6.7	1.5	2.0	89.0
Employee Related	0.6	0.5	0.4	0.2	9.6
Salaries, Wages and Benefits	10.7	19.2	4.7	5.8	272.9
Train Operations	0.0	0.0	0.0	0.0	83.0
Fuel, Power, & Utilities	0.0	0.0	0.0	0.0	145.9
Materials	0.0	0.0	0.0	0.0	(3.1)
Facility, Communication, & Office	0.3	1.6	0.3	0.4	67.9
Advertising and Sales	0.0	0.0	0.0	0.1	114.6
Casualty and Other Claims Total	(0.0)	10.6	0.0	(0.0)	29.8
Depreciation	0.0	0.0	0.0	0.0	642.9
Amort of Gain On Sale/Leaseback	0.0	0.0	0.0	0.0	(12.2)
Professional Fees	4.4	32.3	0.0	0.3	62.0
Data Processing Services and Supplies	0.1	0.0	0.0	0.0	101.6
Environmental and Safety	0.0	0.0	0.0	0.0	(1.8)
Maintenance of Way Services	0.0	0.0	0.0	0.0	1.0
Passenger Inconvenience	0.0	0.0	0.0	0.0	4.0
Financial	0.0	0.0	0.0	0.0	43.1
Other Expenses	0.0	0.0	0.0	0.0	8.0
Indirect Costs Capitalized To P&E	0.0	0.0	0.0	0.0	(23.0)
Total Expenses	15.5	63.7	5.1	6.7	1,536.7
Operating Income (Loss)	**(15.5)**	**(63.7)**	**(5.1)**	**(6.7)**	**(1,459.2)**
Other (Income) and Expense:					
Interest Income					(55.6)
Interest Expense					146.1
Other Expense - Net					90.5
Project Expenses					0.6
Net Income or (Loss)	**(15.5)**	**(63.7)**	**(5.1)**	**(6.7)**	**(1,550.4)**
Adj for Depreciation, OPEBs, PRJ & Interest					775.5
Adjusted Income or (Loss)	**(15.5)**	**(63.7)**	**(5.1)**	**(6.7)**	**(774.9)**

National Railroad Passenger Corporation (Amtrak)
Summary Income Statement by Department and Major Account
FY11 Operating Budget

$ millions	Subsidiaries & Elimination	Total Amtrak
REVENUES:		
Passenger Related:		
Ticket Revenue	0.1	1,704.6
Food and Beverage		100.0
State Supported Train Revenue		199.2
Total Passenger Related Revenue	0.1	2,003.8
Commuter		158.8
Reimbursable		102.7
Commercial Development	5.3	71.5
Other Transportation	9.6	150.2
Freight Access Fees and Other	1.9	41.4
Total Other Revenue	16.8	524.6
Total Operating Revenue	**16.9**	**2,528.4**
EXPENSES:		
Salaries, Wages and Benefits:		
Salaries	(1.8)	263.8
Wages & Overtime	2.7	996.7
Employee Benefits	(0.0)	591.2
Employee Related	0.0	31.0
Salaries, Wages and Benefits	0.8	1,882.6
Train Operations	0.0	253.6
Fuel, Power, & Utilities	2.9	346.6
Materials	(1.7)	197.0
Facility, Communication, & Office	(1.0)	163.6
Advertising and Sales	(0.0)	114.8
Casualty and Other Claims Total	0.4	60.7
Depreciation	7.2	650.2
Amort of Gain On Sale/Leaseback	0.0	(12.2)
Professional Fees	0.9	90.7
Data Processing Services and Supplies	(0.5)	103.7
Environmental and Safety	0.0	13.1
Maintenance of Way Services	(0.5)	33.9
Passenger Inconvenience	0.0	11.4
Financial	0.5	46.6
Other Expenses	(9.5)	(4.0)
Indirect Costs Capitalized To P&E	0.0	(140.5)
Total Expenses	(0.4)	3,811.9
Operating Income (Loss)	**17.3**	**(1,283.4)**
Other (Income) and Expense:		
Interest Income	(0.1)	(55.6)
Interest Expense		146.1
Other Expense - Net	(0.1)	90.5
Project Expenses		47.7
Net Income or (Loss)	**17.4**	**(1,421.6)**
Adj for Depreciation, OPEBs, PRJ & Interest	7.2	829.8
Adjusted Income or (Loss)	**24.6**	**(591.8)**

National Railroad Passenger Corporation (Amtrak)

Revenue and Expenses by Department

FY11 Operating Budget

	Revenue			Expenses			Profit/(Loss)		
	Base Activity	New Activity	Total Activity	Base Activity	New Activity	Total Activity	Base Activity	New Activity	Total Activity
Passenger Revenue - No Specific Dept	2,106.6	66.0	2,172.6				2,106.6	66.0	2,172.6
Transportation	115.9	30.1	146.0	1,314.0	42.3	1,356.3	(1,198.1)	(12.2)	(1,210.3)
Mechanical	24.0		24.0	537.1	14.1	551.3	(513.1)	(14.1)	(527.3)
Engineering	91.5		91.5	262.2	20.2	282.3	(170.6)	(20.2)	(190.8)
EHS				9.4	0.5	10.0	(9.4)	(0.5)	(10.0)
Police & Security Division	0.0		0.0	65.9	0.6	66.5	(65.8)	(0.6)	(66.4)
RCM				7.4		7.4	(7.4)		(7.4)
COO Staff				1.9		1.9	(1.9)		(1.9)
Chief Operating Officer	**231.4**	**30.1**	**261.5**	**2,197.9**	**77.8**	**2,275.6**	**(1,966.4)**	**(47.7)**	**(2,014.1)**
Finance				263.5	2.9	266.3	(263.5)	(2.9)	(266.3)
Real Estate	66.2		66.2	10.1		10.1	56.1		56.1
Procurement and Matl Mgmt				28.7		28.7	(28.7)		(28.7)
Corporate Common				(20.8)	(0.7)	(21.5)	20.8	0.7	21.5
Chief Financial Officer	66.2		66.2	281.4	2.2	283.6	(215.2)	(2.2)	(217.4)
CEO				1.4		1.4	(1.4)		(1.4)
Marketing	11.2		11.2	275.0	8.2	283.3	(263.8)	(8.2)	(272.1)
IT				151.8	14.6	166.4	(151.8)	(14.6)	(166.4)
HR				26.6	0.1	26.7	(26.6)	(0.1)	(26.7)
Policy & Development				12.9	2.6	15.5	(12.9)	(2.6)	(15.5)
General Counsel				63.7		63.7	(63.7)		(63.7)
Labor Relations				5.1		5.1	(5.1)		(5.1)
Government Affairs				6.7		6.7	(6.7)		(6.7)
Total Corporate	**77.4**		**77.4**	**824.5**	**27.8**	**852.3**	**(747.1)**	**(27.8)**	**(774.9)**
Subsidiaries & Elimination	16.8	0.1	16.9	1.3	(9.0)	(7.7)	15.5	9.1	24.6
Total Amtrak Excluding OIG	325.7	30.2	355.9	3,023.7	96.6	3,120.3	(2,698.1)	(66.4)	(2,764.4)
Operating Subsidy Requirement	**2,432.3**	**96.2**	**2,528.4**	**3,023.7**	**96.6**	**3,120.3**	**(591.5)**	**(0.4)**	**(591.8)**
Depreciation				650.2		650.2	(650.2)		(650.2)
OPEB's				41.4		41.4	(41.4)		(41.4)
Non-Cash Expenses				691.6		691.6	(691.6)		(691.6)
Project Expenses				47.7		47.7	(47.7)		(47.7)
Interest Expense, net of Interest Income				90.5		90.5	(90.5)		(90.5)
Net Loss Including Non-Cash and Project	**2,432.3**	**96.2**	**2,528.4**	**3,853.5**	**96.6**	**3,950.1**	**(1,421.2)**	**(0.4)**	**(1,421.6)**

National Railroad Passenger Corporation (Amtrak)

Commuter Business Line Income Statement by Major Accounts

FY11 Operating Budget

$ millions	FY09 Actual	FY10 Budget as Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	FY11 Fav/(Unfav) to FY10 %
REVENUES:					
Commuter	147.3	141.8	158.8	17.0	12.0%
Total Operating Revenue	**147.3**	**141.8**	**158.8**	**17.0**	**12.0%**
Salaries	6.8	7.3	8.6	(1.4)	-18.6%
Wages & Overtime	47.6	44.1	54.8	(10.7)	-24.3%
Employee Benefits	23.2	21.6	26.9	(5.3)	-24.5%
Employee Related	0.4	0.5	0.4	0.0	5.3%
Salaries, Wages and Benefits	78.0	73.4	90.8	(17.3)	-23.6%
Train Operations	0.2	0.3	0.3	0.0	6.5%
Fuel, Power, & Utilities	5.3	6.5	8.0	(1.5)	-23.2%
Materials	16.5	12.5	9.4	3.1	25.0%
Facility, Communication, & Office	4.7	5.8	5.8	0.0	0.5%
Casualty and Other Claims Total	1.4	1.3	2.4	(1.1)	-83.3%
Professional Fees	1.0	1.0	1.0	(0.0)	-1.5%
Environmental and Safety	0.6	0.6	0.6	0.0	0.3%
Maintenance of Way Services	2.3	2.3	2.3	(0.0)	-0.8%
Financial	0.2	0.4	2.1	(1.7)	-498.0%
Other Expenses	0.2	0.2	2.4	(2.3)	-1328.5%
Indirect Costs Capitalized To P&E	0.8	0.7	0.5	0.2	26.5%
Total Expenses	111.4	105.1	125.6	(20.6)	-19.6%
Operating Income (Loss)	**35.9**	**36.7**	**33.2**	**(3.5)**	**-9.6%**

Notes:

FY09 includes 12 months of Virginia Railway Express

FY10 includes 9 months of VRE and 3 months of Metrolink Commuter Services in California

FY11 includes a full year of Metrolink only.

National Railroad Passenger Corporation (Amtrak)

Commercial Development Business Line Income Statement by Major Accounts

FY11 Operating Budget

$ millions	FY09 Actual [1]	FY10 Budget as Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	%
REVENUES:					
Commercial Development	76.6	69.5	71.5	2.0	2.9%
Total Operating Revenue	**76.6**	**69.5**	**71.5**	**2.0**	**2.9%**
Salaries	2.0	2.2	2.2	0.0	1.2%
Wages & Overtime	0.7	0.9	0.9	0.1	5.8%
Employee Benefits	1.3	1.6	1.6	(0.0)	-0.3%
Employee Related	0.1	0.1	0.1	0.0	25.5%
Salaries, Wages and Benefits	4.1	4.8	4.7	0.1	2.2%
Fuel, Power, & Utilities	0.5	0.5	0.5	(0.0)	-6.5%
Facility, Communication, & Office	3.4	3.4	3.4	0.1	1.7%
Professional Fees	2.0	3.8	2.4	1.4	36.1%
Financial	0.4	0.4	0.4	0.0	1.8%
Indirect Costs Capitalized To P&E	0.2	0.3	0.3	(0.0)	-4.0%
Total Expenses	10.6	13.3	11.7	1.5	11.5%
Operating Income (Loss)	**66.0**	**56.3**	**59.8**	**3.5**	**6.3%**

[1] FY09 Revenue includes non-recurring land sales in the amount of $5.2 million.

National Railroad Passenger Corporation (Amtrak)

Summary Income Statement by Major Account and Activity - Excluding Office of the Inspector General

FY11 Operating Budget

$ millions	Base Activity	New Activity	FY11 Budget
REVENUES:			
Passenger Related:			
Ticket Revenue	1,651.2	53.4	1,704.6
Food and Beverage	100.0	0.0	100.0
State Supported Train Revenue	186.5	12.7	199.2
Total Passenger Related Revenue	1,937.7	66.1	2,003.8
Commuter	128.7	30.1	158.8
Reimbursable	102.7	0.0	102.7
Commercial Development	71.5	0.0	71.5
Other Transportation	150.2	0.0	150.2
Freight Access Fees and Other	41.4	0.0	41.4
Total Other Revenue	494.5	30.1	524.6
Total Operating Revenue	**2,432.3**	**96.2**	**2,528.4**
EXPENSES:			
Salaries, Wages and Benefits:			
Salaries	259.6	4.2	263.8
Wages & Overtime	958.7	38.0	996.7
Employee Benefits	567.2	24.0	591.2
Employee Related	30.2	0.8	31.0
Salaries, Wages and Benefits	1,815.6	67.0	1,882.6
Train Operations	249.5	4.1	253.6
Fuel, Power, & Utilities	349.9	(3.3)	346.6
Materials	193.6	3.4	197.0
Facility, Communication, & Office	172.8	(9.1)	163.6
Advertising and Sales	106.0	8.8	114.8
Casualty and Other Claims Total	59.3	1.4	60.7
Depreciation	650.2	0.0	650.2
Amort of Gain On Sale/Leaseback	(12.2)	0.0	(12.2)
Professional Fees	82.7	8.0	90.7
Data Processing Services and Supplies	83.3	20.4	103.7
Environmental and Safety	12.2	0.9	13.1
Maintenance of Way Services	34.2	(0.3)	33.9
Passenger Inconvenience	12.1	(0.8)	11.4
Financial	44.5	2.1	46.6
Other Expenses	(2.3)	(1.7)	(4.0)
Indirect Costs Capitalized To P&E	(136.2)	(4.3)	(140.5)
Total Expenses	3,715.3	96.6	3,811.9
Operating Income (Loss)	**(1,283.0)**	**(0.4)**	**(1,283.4)**
Other (Income) and Expense:			
Interest Income	(55.6)	0.0	(55.6)
Interest Expense	146.1	0.0	146.1
Other Expense - Net	90.5	0.0	90.5
Project Expenses	47.7	0.0	47.7
Net Income or (Loss)	**(1,421.2)**	**(0.4)**	**(1,421.6)**
Adj for Depreciation, OPEBs, PRJ & Interest	829.8	0.0	829.8
Adjusted Income or (Loss)	**(591.5)**	**(0.4)**	**(591.8)**

National Railroad Passenger Corporation (Amtrak)

Labor and Non-Labor Expenses by Department

FY11 Operating Budget

	Labor & Benefit Expenses					Non-Labor Expenses					Total Expenses				
	FY09 Actual	FY10 Budget As Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	%	FY09 Actual	FY10 Budget As Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	%	FY09 Actual	FY10 Budget As Appropriated	FY11 Budget	FY11 Fav/(Unfav) to FY10 $	%
Transportation	825.1	854.0	910.6	(56.6)	-6.6%	417.4	444.3	445.7	(1.5)	-0.3%	1,242.5	1,298.2	1,356.3	(58.1)	-4.5%
Mechanical	317.0	361.4	363.4	(2.0)	-0.5%	170.5	161.4	187.9	(26.5)	-16.4%	487.5	522.7	551.3	(28.5)	-5.5%
Engineering	216.9	233.2	268.6	(35.3)	-15.1%	17.6	11.3	13.8	(2.5)	-21.7%	234.5	244.6	282.3	(37.8)	-15.4%
EHS	5.4	5.4	5.7	(0.2)	-4.4%	3.4	3.3	4.3	(1.0)	-30.1%	8.8	8.7	10.0	(1.2)	-14.1%
Police & Security	53.3	57.2	59.0	(1.8)	-3.1%	6.7	6.8	7.5	(0.7)	-10.5%	59.9	64.0	66.5	(2.5)	-3.9%
RCM	0.0	0.0	0.0	(0.0)	-1.7%	6.8	7.2	7.4	(0.1)	-1.6%	6.9	7.3	7.4	(0.1)	-1.6%
COO Staff	1.4	1.7	1.7	(0.0)	-0.7%	0.2	0.2	0.2	(0.0)	-4.7%	1.6	1.9	1.9	(0.0)	-1.1%
Chief Operating Officer	1,419.0	1,512.9	1,608.9	(96.0)	-6.3%	622.6	634.4	666.7	(32.3)	-5.1%	2,041.6	2,147.4	2,275.6	(128.2)	-6.0%
Finance	27.5	31.2	31.4	(0.2)	-0.6%	182.4	204.1	235.0	(30.9)	-15.1%	209.9	235.3	266.3	(31.1)	-13.2%
Real Estate	3.4	3.8	3.7	0.0	1.1%	5.9	7.8	6.4	1.4	18.3%	9.2	11.6	10.1	1.5	12.7%
Procurement and Matl Mgmt	38.2	40.4	41.8	(1.4)	-3.5%	(8.3)	(10.9)	(13.1)	2.2	-20.5%	29.9	29.5	28.7	0.8	2.8%
Corporate Common	(45.5)	(48.5)	(38.4)	(10.1)	20.8%	2.1	21.0	16.9	4.0	19.3%	(43.4)	(27.5)	(21.5)	(6.1)	22.0%
Chief Financial Officer	23.6	26.8	38.4	(11.7)	-43.5%	182.0	222.0	245.2	(23.2)	-10.4%	205.6	248.8	283.6	(34.8)	-14.0%
CEO	1.8	1.2	1.3	(0.1)	-9.9%	0.7	0.1	0.1	(0.0)	-3.9%	2.5	1.3	1.4	(0.1)	-9.3%
Marketing	81.9	87.4	91.2	(3.8)	-4.3%	181.1	189.2	192.1	(2.8)	-1.5%	263.0	276.7	283.3	(6.6)	-2.4%
IT	35.5	37.8	37.0	0.8	2.1%	120.7	125.5	129.5	(3.9)	-3.1%	156.2	163.3	166.4	(3.1)	-1.9%
HR	21.8	22.5	23.2	(0.7)	-2.9%	3.2	3.5	3.5	(0.0)	-1.3%	25.0	26.0	26.7	(0.7)	-2.7%
Policy & Development	6.0	9.0	10.7	(1.7)	-18.5%	2.9	4.2	4.8	(0.6)	-15.5%	8.9	13.2	15.5	(2.3)	-17.6%
General Counsel	16.5	18.7	19.2	(0.5)	-2.8%	43.1	43.4	44.5	(1.1)	-2.6%	59.6	62.0	63.7	(1.7)	-2.7%
Labor Relations	4.1	4.5	4.7	(0.2)	-3.6%	0.3	0.3	0.3	(0.0)	-5.9%	4.4	4.9	5.1	(0.2)	-3.7%
Government Affairs	4.3	4.8	5.8	(1.1)	-22.4%	0.6	0.8	0.8	0.0	2.9%	4.9	5.6	6.7	(1.0)	-18.6%
Total Corporate	195.5	212.6	231.5	(18.8)	-8.9%	534.6	589.1	620.9	(31.7)	-5.4%	730.1	801.8	852.3	(50.6)	-6.3%
Topside Entries			(10.6)	10.6				(6.0)	6.0				(16.6)	16.6	
Subsidiaries & Elimination	10.2	10.8	11.5	(0.7)	-6.5%	1.6	0.4	(2.5)	2.9	747.0%	11.8	11.1	8.9	2.2	19.7%
Total Amtrak Department Expenses	**1,624.7**	**1,736.3**	**1,841.2**	**(104.9)**	**-6.0%**	**1,158.7**	**1,223.9**	**1,279.0**	**(55.1)**	**-4.5%**	**2,783.5**	**2,960.3**	**3,120.3**	**(160.0)**	**-5.4%**
Depreciation						575.7	576.9	650.2	(73.3)		575.7	576.9	650.2	(73.3)	
Post-Retirement Benefits	43.0	50.5	41.4	9.1	18.0%						43.0	50.5	41.4	9.1	18.0%
Total Non-Cash Expenses	43.0	50.5	41.4	9.1	18.0%	575.7	576.9	650.2	(73.3)	-12.7%	618.7	627.4	691.6	(64.2)	-10.2%
Project Expenses						86.3	80.2	47.7	32.4	40.4%	86.3	80.2	47.7	32.4	40.4%
Interest Expense, net of Interest Income						109.9	101.5	90.5	11.1	10.9%	109.9	101.5	90.5	11.1	10.9%
Grand Total Expenses	**1,667.7**	**1,786.8**	**1,882.6**	**(95.8)**	**-5.4%**	**1,930.6**	**1,982.6**	**2,067.4**	**(84.9)**	**-4.3%**	**3,598.3**	**3,769.4**	**3,950.1**	**(180.7)**	**-4.8%**

Reconcilation of FY11 Operating Budget to FY10 Operating Budget

	($ Millions)		
	Revenue	**Expenses**	**Net Income/(Loss)**
FY10 Base Activity Budget	$2,365.7	$2,894.5	($528.8)
FY10 New Activity Budget	$31.6	$65.8	($34.2)
FY10 Budget	**$2,397.3**	**$2,960.3**	**($563.0)**
Changes in Base Activity			
Inflation of Prior Year	$33.0	$67.7	
Continued Economic Recovery from the recession of 2008-09	$25.0		
Service Quality Improvements	$8.0		
Increase in price of propulsion power for electric locomotives, primarily from PECO contract renewal	$14.0	$27.4	
Cancellation of VRE Contract	($18.5)	($11.1)	
Continuing Commuter Services Other than VRE	$5.5	$5.5	
Reimbursable Services	($1.0)	($0.6)	
Increased Transfer Credits from Stimulus Activity		($8.4)	
Increase in cost of Employee Benefits		$51.2	
Increase of Employee Benefits absorbed by Capital Project labor		($22.5)	
Costs associated with increases in the workforce		$11.6	
Actuarial cost projection for FELA claims		($9.6)	
FY09 adjustments to damage reserve for rolling stock repaired with ARRA funds not recurring in FY10		$4.9	
Increase in credit card commission on increased revenue plan		$2.1	
Increase in reserve for obsolete inventory		$2.9	
Professional fees primarily associated with ADA compliance planning		$3.1	
Other	$0.6	$4.8	
Total Changes to Base Activity	**$66.5**	**$129.2**	**($62.7)**
Total Base Activity Budget	**$2,432.3**	**$3,023.7**	**($591.5)**
New Activity			
Growth			
Advertising activities to increase market share and ridership	$13.2	$7.9	
Metrolink Contract	$30.1	$26.1	
Credit Card Commissions on Initiative Revenue		$1.1	
VA State Supported – Richmond & Lynchburg	$10.2	$7.3	
North Carolina State Supported Station Staffing		$1.4	
New State Services	$7.4	$7.6	
New Partnerships & Partnership Improvements		$2.6	
Partnership Improvements		$0.1	
Total Growth Related Activity	$60.9	$54.1	$6.8
PRIIA			
Compliance with PRIIA OTP & CSI Requirements	$23.0	$23.8	
Improvement of customer awareness and customer satisfaction		$0.3	
Host RR Incentive Payments		$0.6	
Second Cascades Rail Service to Vancouver	$2.7	$2.7	
Total PRIIA Related	$25.7	$27.4	($1.7)
ITII Vendor Sourcing			
ITO Transition Expenses		$2.3	
Changes to ITII per New Contract Plus Growth Services		$10.6	
Call Center Inward Watts Change per New Contract		($1.9)	
SAP and Departmental Systems Support		$1.7	
Non-ITII Related Changes in IT Outsourced Services		$1.9	
Total IT Related		$14.6	($14.6)
Impact of ARRA			
Host RR Stimulus Tasks		$0.2	
Training/Vacation/Holiday Pay Mechanical Stimulus Employees		$0.3	
Superliner Stimulus Maintenance		$0.8	
Amfleet Stimulus Maintenance		$7.6	
P40 Locomotive Stimulus Maintenance		$2.6	
Training/Vacation/Holiday Pay Engineering Stimulus Employees		$2.1	
Incremental overhead costs absorbed by ARRA projects		($4.3)	
Routine maintenance of rolling stock returned to service using ARRA funding		$11.0	
Paid training and time off for employees working on ARRA projects		$2.4	
Total ARRA Related		$9.3	($9.3)
Greener			
Material recycling initiative in café and lounge cars		$0.1	
Climate registry verification		$0.1	
Station Recycling Services		$0.5	
TPDES Storm Water Management Program		$0.2	
Utility conservation		$0.2	
Locomotive Fuel Conservation Program		($4.8)	
Total Green Related		($3.9)	$3.9
Safer			
Safe-2-Safer Behavior Based Safety Program		$8.9	
Improvements in workplace processes and minimization of rules violations		$1.9	
Total Safety Related		$10.8	($10.8)
Healthier			
Gains from capital investments in eTicketing, on-board WiFi, and other Marketing initiatives	$9.6		
Police Fitness Program		$0.6	
Amtrak Leadership Institution Program		$0.1	
Cost Savings from implementation of SAM Phase 1		($16.6)	
Total Healthier Related	$9.6	($15.9)	$25.4
Total New Activity	**$96.2**	**$96.6**	**($0.4)**
FY11 Total Budget	**$2,528.4**	**$3,120.3**	**($591.8)**

National Railroad Passenger Corporation (Amtrak)
Monthly Average and End of Year Headcount by Department
FY11 Operating Budget

	FY09 Average Monthly Headcount									FY10 Average Monthly Headcount Budget as Appropriated									FY11 Average Monthly Headcount Budget								
	Exempt			Non-Exempt					Total	Exempt			Non-Exempt					Total	Exempt			Non-Exempt					Total
	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount
Transportation	618	159	777	7,813	-	7,813	-	-	8,590	649	185	833	7,806	22	7,827	-	-	8,661	669	172	840	7,857	22	7,879	-	-	8,719
Mechanical	386	-	386	4,037	-	4,037	-	3	4,426	409	-	409	4,161	14	4,175	-	-	4,584	405	-	405	4,334	14	4,348	-	-	4,753
Engineering	361	-	361	2,773	-	2,773	-	5	3,139	395	154	549	2,762	-	2,762	-	-	3,311	395	154	549	2,762	-	2,762	-	-	3,311
EHS	38	1	38	4	-	4	-	-	42	38	1	39	4	-	4	-	-	43	40	1	41	3	-	3	-	-	44
Police & Security Division	91	-	91	332	-	332	-	1	424	92	1	93	337	-	337	4	-	433	93	6	99	351	-	351	4	-	453
RCM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
COO Staff	6	-	6	-	-	-	-	-	6	7	-	7	-	-	-	-	-	7	8	-	8	-	-	-	-	-	8
Chief Operating Officer	1,501	159	1,660	14,959	-	14,959	-	9	16,627	1,590	340	1,930	15,069	36	15,104	4	-	17,038	1,609	333	1,942	15,306	36	15,342	4	-	17,287
Finance	158	-	158	103	-	103	-	-	260	180	-	180	94	-	94	-	-	274	184	-	184	89	-	89	-	-	273
Real Estate	22	-	22	3	-	3	-	-	25	23	-	23	3	-	3	-	-	26	23	-	23	3	-	3	-	-	26
Procurement and Matl Mgmt	136	-	136	299	-	299	-	-	435	146	22	168	280	-	280	-	-	449	146	22	169	280	-	280	-	-	449
Corporate Common	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Financial Officer	315	-	315	405	-	405	-	-	720	349	22	371	377	-	377	-	-	748	353	22	376	373	-	373	-	-	748
CEO	4	-	4	-	-	-	-	-	4	8	-	8	-	-	-	-	-	8	4	-	4	-	-	-	-	-	4
Marketing	258	4	262	997	-	997	-	0	1,259	268	4	272	643	342	985	-	-	1,257	269	4	273	549	473	1,023	-	-	1,296
IT	263	-	263	6	-	6	-	1	269	334	-	334	6	-	6	5	-	345	334	-	334	6	-	6	5	-	345
HR	170	-	170	2	-	2	-	1	173	180	-	180	-	1	1	-	-	181	175	-	175	-	-	-	-	-	175
Policy & Development	31	-	31	-	-	-	-	0	32	47	-	47	-	-	-	1	-	48	47	-	47	-	-	-	1	-	48
General Counsel	119	-	119	-	-	-	-	-	119	136	-	136	-	-	-	-	-	136	136	-	136	-	-	-	-	-	136
Labor Relations	32	-	32	2	-	2	-	-	34	32	-	32	3	-	3	-	-	35	32	-	32	3	-	3	-	-	35
Government Affairs	31	-	31	-	-	-	-	-	31	34	-	34	-	-	-	-	-	34	40	-	40	-	-	-	-	-	40
Total Corporate	1,222	4	1,226	1,411	-	1,411	-	2	2,639	1,388	26	1,415	1,029	343	1,372	6	-	2,792	1,390	26	1,417	931	473	1,404	6	-	2,827
Total Amtrak	2,723	163	2,886	16,370	-	16,370	-	10	19,266	2,978	366	3,344	16,098	378	16,476	10	-	19,831	2,999	359	3,358	16,237	509	16,746	10	-	20,114

	FY09 End of Year Headcount									FY10 End of Year Headcount Budget as Appropriated									FY11 End of Year Headcount Budget								
	Exempt			Non-Exempt					Total	Exempt			Non-Exempt					Total	Exempt			Non-Exempt					Total
	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount	Exempt	ARASA	Total	Full Time	Part Time	Total	Contractors	Interns	Headcount
Transportation	622	160	782	7,820	-	7,820	-	-	8,602	649	185	833	7,892	21	7,913	-	-	8,747	669	172	840	7,925	21	7,946	-	-	8,786
Mechanical	399	-	399	4,132	-	4,132	-	6	4,537	409	-	409	4,188	14	4,202	-	-	4,611	405	-	405	4,334	14	4,348	-	-	4,753
Engineering	366	-	366	3,033	-	3,033	-	7	3,406	395	154	549	2,762	-	2,762	-	-	3,311	395	154	549	2,762	-	2,762	-	-	3,311
EHS	39	1	40	4	-	4	-	-	44	38	1	39	3	-	3	-	-	42	40	1	41	2	-	2	-	-	43
Police & Security Division	90	-	90	336	-	336	-	1	427	93	-	93	337	-	337	4	-	433	93	6	99	351	-	351	4	-	453
RCM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
COO Staff	6	-	6	-	-	-	-	-	6	7	-	7	-	-	-	-	-	7	8	-	8	-	-	-	-	-	8
Chief Operating Officer	1,522	161	1,683	15,325	-	15,325	-	14	17,022	1,590	340	1,930	15,182	35	15,217	4	-	17,151	1,609	333	1,942	15,373	35	15,408	4	-	17,354
Finance	158	-	158	103	-	103	-	-	261	180	-	180	88	-	88	-	-	269	186	-	186	89	-	89	-	-	275
Real Estate	22	-	22	3	-	3	-	-	25	23	-	23	3	-	3	-	-	26	23	-	23	3	-	3	-	-	26
Procurement and Matl Mgmt	143	-	143	302	-	302	-	-	445	146	22	168	280	-	280	-	-	449	146	22	169	280	-	280	-	-	449
Corporate Common	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Financial Officer	323	-	323	408	-	408	-	-	731	350	22	372	372	-	372	-	-	744	355	22	377	373	-	373	-	-	750
CEO	4	-	4	-	-	-	-	-	4	8	-	8	-	-	-	-	-	8	4	-	4	-	-	-	-	-	4
Marketing	258	4	262	988	-	988	-	-	1,250	269	4	273	616	339	955	-	-	1,229	270	4	274	525	459	984	-	-	1,258
IT	293	-	293	5	-	5	-	-	298	335	-	335	6	-	6	5	-	346	335	-	335	6	-	6	5	-	346
HR	172	-	172	1	-	1	-	-	173	180	-	180	-	1	1	-	-	181	174	-	174	-	-	-	-	-	174
Policy & Development	36	-	36	-	-	-	-	1	37	47	-	47	-	-	-	1	-	48	47	-	47	-	-	-	1	-	48
General Counsel	119	-	119	-	-	-	-	-	119	139	-	139	-	-	-	-	-	139	139	-	139	-	-	-	-	-	139
Labor Relations	33	-	33	2	-	2	-	-	35	32	-	32	3	-	3	-	-	35	32	-	32	3	-	3	-	-	35
Government Affairs	31	-	31	-	-	-	-	-	31	34	-	34	-	-	-	-	-	34	40	-	40	-	-	-	-	-	40
Total Corporate	1,269	4	1,273	1,404	-	1,404	-	1	2,678	1,394	26	1,421	997	340	1,337	6	-	2,764	1,396	26	1,423	907	459	1,366	6	-	2,794
Total Amtrak	2,791	165	2,956	16,729	-	16,729	-	15	19,700	2,984	366	3,350	16,179	375	16,554	10	-	19,914	3,005	359	3,364	16,280	494	16,774	10	-	20,148

National Railroad Passenger Corporation (Amtrak)
Summary Capital Programs

$millions	FY11 Grant Request/ Capital Budget			FY10 Authorized			Change from FY10 Authorized		
	Federal & Amtrak	Third Party & Special Grants	Total	Federal & Amtrak	Third Party & Special Grants	Total	Federal & Amtrak	Third Party & Special Grants	Total
Infrastructure									
Bridges/Culverts/Tunnels	57.40	18.80	76.20	31.83	5.93	37.76	25.57	12.87	38.44
Facility/Station/Other	29.84	15.01	44.85	21.18	17.45	38.63	8.66	(2.44)	6.22
Communication & Signals	36.10	3.47	39.57	26.86	9.38	36.25	9.24	(5.91)	3.33
Electric Traction	30.75	7.00	37.75	36.98	6.90	43.87	(6.22)	0.10	(6.12)
Track	226.01	31.88	257.89	196.43	37.12	233.55	29.58	(5.24)	24.34
Freight Railroad Improvements	3.50	-	3.50	3.50	-	3.50	(0.00)	-	(0.00)
Fire & Life Safety	8.54	28.68	37.22	8.01	46.78	54.80	0.53	(18.10)	(17.58)
Other	13.95	0.00	13.95	6.00	-	6.00	7.95	0.00	7.95
Subtotal Infrastructure	**406.09**	**104.84**	**510.94**	**330.79**	**123.56**	**454.35**	**75.31**	**(18.72)**	**56.59**
Fleet									
Acquisitions	446.00	0.25	446.25	-	-	-	446.00	0.25	446.25
Passenger Cars	198.25	-	198.25	52.88	0.84	53.72	145.37	(0.84)	144.53
Locomotives	46.85	-	46.85	34.42	-	34.42	12.43	-	12.43
WRECKS	4.00	-	4.00	-	-	-	4.00	-	4.00
Facility Improvements	17.02	-	17.02	16.50	(0.00)	16.50	0.52	0.00	0.52
Non Passenger Equipment	0.87	-	0.87	2.33	-	2.33	(1.45)	-	(1.45)
Mechanical IT Projects	2.50	-	2.50	4.30	(0.00)	4.30	(1.80)	0.00	(1.80)
Mandatory Projects	5.00	-	5.00	4.10	-	4.10	0.90	-	0.90
General Safety & Reliability Projects	10.30	-	10.30	15.85	0.00	15.85	(5.55)	(0.00)	(5.55)
Subtotal Fleet	**730.80**	**0.25**	**731.05**	**130.38**	**0.84**	**131.22**	**600.42**	**(0.59)**	**599.82**
Other Departments									
Information Technologies	136.04	(0.00)	136.04	99.21	8.21	107.41	36.83	(8.21)	28.63
Chief Financial Officer	5.94	-	5.94	3.92	0.00	3.92	2.02	(0.00)	2.02
Government Affairs				-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-
Real Estate	6.85	-	6.85	3.20	-	3.20	3.65	-	3.65
Marketing & Product Mgmt.	56.84	0.00	56.84	32.70	2.62	35.32	24.14	(2.62)	21.52
Planning and Analysis	-	-	-	-	-	-	-	-	-
Procurement	10.59	(0.00)	10.59	8.32	-	8.32	2.27	(0.00)	2.27
Chief Operating Officer	0.25	-	0.25	2.00	-	2.00	(1.75)	-	(1.75)
Policy and Development	309.53	7.70	317.23	125.90	8.50	134.40	183.63	(0.80)	182.83
Environmental Health	16.45	0.12	16.57	8.28	0.16	8.44	8.17	(0.04)	8.14
Police & Security	5.86	19.77	25.63	2.76	28.84	31.59	3.11	(9.07)	(5.96)
Transportation	66.66	0.00	66.66	23.19	2.99	26.18	43.47	(2.99)	40.48
Subtotal Other Departments	**615.01**	**27.59**	**642.60**	**309.48**	**51.30**	**360.78**	**305.54**	**(23.72)**	**281.82**
Total	**1,751.90**	**132.68**	**1,884.58**	**770.64**	**175.71**	**946.35**	**981.26**	**(43.03)**	**938.23**

Capital Budget Program
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Rank 11/10/2009	Project #	Project Title	Department	FY 2011 General Federal Capital	State, Local & Other	Total 2011	Cumulative GCAP
1	PRJ20020159B	SYS FY-2006 LIFE SAFETY - DESIGN/CONSTRUCTION SUPPORT	Engineering	112,742	112,742	225,484	112,742
2	PRJ20020160B	SYS FY-2006 LIFE SAFETY - PROJECT MANAGEMENT	Engineering	436,532	436,532	873,064	549,274
3	PRJ20020165B	TUN NEW YORK NRT - VENTILATION SHAFT CONSTRUCTION	Engineering	1,023,288	(0)	1,023,288	1,572,562
4	PRJ20020179A	TUN NEW YORK ERT - 1ST AVE VENTILATION SHAFT DESIGN	Engineering	-	21,033,863	21,033,863	1,572,562
5	PRJ20020179B	TUN NEW YORK ERT - 1ST AVE VENTILATION SHAFT DESIGN	Engineering	5,179,981	5,179,981	10,359,962	6,752,543
6	PRJ20045524A	CETC PENN STATION NY - SCADA PHASE II	Engineering	-	833,333	833,333	6,752,543
7	PRJ20045524B	CETC PENN STATION NY - SCADA PHASE II	Engineering	833,333	833,333	1,666,667	7,585,877
8	PRJ20045525B	EQIM ROLLING STOCK EQUIPMENT-INTERIOR BRAKE RELEASE UPGRADES	Engineering	703,544	-	703,544	8,289,421
9	PRJ20105075A	TUN NY TUNNELS - EMERGENCY EVAC WALKING SURFACE UPGR	Engineering	-	250,000	250,000	8,289,421
10	PRJ20105075B	TUN NY TUNNELS - EMERGENCY EVAC WALKING SURFACE UPGR	Engineering	250,000	0	250,000	8,539,421
11	PRJ20115003A	TUN NY TUNNELS-TUNNEL STANDPIPE INSTALLATION (PHASE 3/4)	Engineering	-	13,128,588	13,128,588	8,539,421
12	PRJ20035905	LSHD SHELL AT GRADE - INTERLOCKING RECONFIGURATION	Engineering	3,500,000	-	3,500,000	12,039,421
13	PRJ20045059	BGUG MD060.07 SUSQUEHANNA - PIN STABILIZATION PHASE IV	Engineering	1,500,000	0	1,500,000	13,539,421
14	PRJ20045171	STA BALTIMORE STATION - WINDOW UPGRADES PHASE II	Engineering	-	500,000	500,000	13,539,421
15	PRJ20045238	BGMS CT116.74 NIANTIC RIVER - BRIDGE REPLACEMENT	Engineering	33,000,000	-	33,000,000	46,539,421
16	PRJ20045240	BGMS NJ006.10 PORTAL - BRIDGE REPLACEMENT DESIGN/EIS	Engineering	250,000	250,000	500,000	46,789,421
17	PRJ20045338	CATC NEW ENGLAND DIVISION OVERHEAD BRG - CATENARY UPGR	Engineering	500,000	(0)	500,000	47,289,421
18	PRJ20045512	APP ENGINEERING ASSET INFORMATION CENTER - DEVELOPMENT	Engineering	1,514,800	0	1,514,800	48,804,221
19	PRJ20045516	ENV NEW ENGLAND DIV-EIS NOISE/VIBRATION TESTING/MITIGATION	Engineering	40,000	0	40,000	48,844,221
20	PRJ20055003	BGTI STRUCTURES - BRIDGE TIE DESIGN	Engineering	200,000	(0)	200,000	49,044,221
21	PRJ20055016	MOFE SSYD - CONSOLIDATED MAINTAINCE FACILITY CONSTRUCTION	Engineering	-	5,000,000	5,000,000	49,044,221
22	PRJ20055108	CETC PHILADELPHIA-NEW CTRL CENTER CONSOLIDATION OF NEC CETC	Engineering	9,686,657	(0)	9,686,657	58,730,878
23	PRJ20055110	INT DOCK INTERLOCKING - INTERLOCKING RENEWAL C&S/ET	Engineering	1,500,000	1,500,000	3,000,000	60,230,878
24	PRJ20055206	SUB SOUTHAMPTON SUBSTATION - SUBSTATION DESIGN	Engineering	750,000	-	750,000	60,980,878
25	PRJ20055300	APP ENGINEERING ENTERPRISE ASSET MANAGEMENT SYSTEM	Engineering	9,389,000	-	9,389,000	70,369,878
26	PRJ20055332	INRL UNION/MERCK/ROADS INTERLOCKING-INTERLOCKING RENEWAL C&S	Engineering	1,500,000	1,500,000	3,000,000	71,869,878
27	PRJ20055407	XINR HARRISBURG LINE - GRADE CROSSING ELIMINATION	Engineering	450,000	-	450,000	72,319,878
28	PRJ20055553	INTB MID-ATLANTIC NORTH - INTERLOCKING LIGHTING UPGRADES	Engineering	432,962	432,962	865,924	72,752,840
29	PRJ20055572	TURN MID-ATLANTIC DIVISION - INTERLOCKING STEEL RENEWAL	Engineering	3,700,000	(0)	3,700,000	76,452,840
30	PRJ20055585	STA 30TH STREET STATION - ELECTRICAL UPGRADES	Engineering	500,000	(0)	500,000	76,952,840
31	PRJ20055590	STA BALTIMORE STATION - HVAC UPGRADES	Engineering	-	100,000	100,000	76,952,840
32	PRJ20055610	SUB HARRISBURG LINE - INSTALL 12KV BREAKERS 8 SUBSTATIONS	Engineering	800,000	0	800,000	77,752,840
33	PRJ20055649	TURN WASHINGTON TERMINAL - TURNOUT RENEWAL	Engineering	700,000	-	700,000	78,452,840
34	PRJ20055723	RAIL NEW YORK DIV EAST - JOINT ELIMINATION	Engineering	380,000	-	380,000	78,832,840
35	PRJ20055725	TURN NEW YORK WEST - INTERLOCKING STEEL RENEWAL	Engineering	150,000	150,000	300,000	78,982,840
36	PRJ20055747	TIES ALBANY LINE - TIMBER PROGRAM	Engineering	150,000	-	150,000	79,132,840
37	PRJ20055750	TIES NEW YORK DIV EAST - TIE/TIMBER PROGRAM	Engineering	400,000	400,000	800,000	79,532,840
38	PRJ20055755	TIES SUNNYSIDE YARD - WOOD TIE INSTALLATION	Engineering	75,000	75,000	150,000	79,607,840
39	PRJ20055821	CAT NEW ENGLAND DIV-DOUBLE MESSENGER CLAMPS HARDWARE RENEWAL	Engineering	-	399,997	399,997	79,607,840
40	PRJ20055825	CULV NEW ENGLAND DIVISION - CULVERT UPGRADES	Engineering	500,000	(0)	500,000	80,107,840
41	PRJ20055826	DRAN NEW ENGLAND DIVISION - DRAINAGE IMPROVEMENTS	Engineering	600,000	-	600,000	80,707,840
42	PRJ20055829	FEN NEW ENGLAND DIVISION - INSTALL R/W FENCE	Engineering	150,000	-	150,000	80,857,840
43	PRJ20055844	TIES NEW ENGLAND DIVISION - WOOD TIE PROGRAM	Engineering	3,000,000	(0)	3,000,000	83,857,840
44	PRJ20055863	EQIR SYSTEM TRACK - EQUIPMENT HEAVY OVERHAULS	Engineering	6,000,000	0	6,000,000	89,857,840
45	PRJ20055870	POLE NEW YORK DIVISION - CATENARY POLE UPGRADES	Engineering	500,000	500,000	1,000,000	90,357,840
46	PRJ20055924	STA 30TH STREET STATION - INTERIOR IMPROVEMENTS	Engineering	250,000	-	250,000	90,607,840
47	PRJ20055940	APP PROJECT MGT SYS - ENTERPRISE PROJECT PORTFOLIO MGT SYS	Engineering	650,000	-	650,000	91,257,840
48	PRJ20055947	TIES NEW YORK DIVISION-CONCRETE TIE REPL	Engineering	1,000,000	(0)	1,000,000	92,257,840
49	PRJ20063300	SEATTLE MAINT FACILITY UPGRADE	Engineering	13,950,000	0	13,950,000	106,207,840
50	PRJ20065015	APP ENGINEERING - INFORMATION PORTAL	Engineering	100,000	-	100,000	106,307,840
51	PRJ20065020	BGMS CT106.89 CONNECTICUT RIVER - BRIDGE REPLACEMENT DESIGN	Engineering	1,000,000	(0)	1,000,000	107,307,840
52	PRJ20065050	BGUG CT018.72 CLARK BRK- REPL RAIL TOP WITH CONCRETE SLAB	Engineering	100,000	-	100,000	107,407,840
53	PRJ20065114	CAT HELLGATE LINE - CATENARY SYSTEM IMPROVEMENTS	Engineering	2,000,000	(0)	2,000,000	109,407,840
54	PRJ20065119	CAT OAK TO BUSH - CATENARY HARDWARE RENEWAL	Engineering	150,000	-	150,000	109,557,840
55	PRJ20065143	FAST B&P TUNNEL - INSTALL PANDROL PLATES	Engineering	500,000	(0)	500,000	110,057,840

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Rank 11/10/2009	Project #	Project Title	Department	FY 2011 General Federal Capital	State, Local & Other	Total 2011	Cumulative GCAP
56	PRJ20065156	INRL LANDOVER INTERLOCKING - INTERLOCKING RENEWAL	Engineering	8,000,000	-	8,000,000	118,057,840
57	PRJ20065172	INT SIGNALS - FUTURE DESIGN	Engineering	240,000	0	240,000	118,297,840
58	PRJ20065180	INTB MID-ATLANTIC SOUTH - INTERLOCKING LIGHTING UPGRADES	Engineering	150,000	-	150,000	118,447,840
59	PRJ20065240	RAIL NEW ENGLAND DIVISION - JOINT ELIMINATION	Engineering	600,000	0	600,000	119,047,840
60	PRJ20065244	RAIL NEW YORK DIV EAST - INSULATED JOINT REPLACMENT	Engineering	100,000	100,000	200,000	119,147,840
61	PRJ20065359	TIES MID-ATLANTIC DIVISION - TIE/TIMBER PROGRAM	Engineering	7,000,000	(0)	7,000,000	126,147,840
62	PRJ20065399	TURN DOCK INTERLOCKING - TURNOUT RENEWAL	Engineering	950,000	950,000	1,900,000	127,097,840
63	PRJ20065409	TURN NEW YORK EAST - INTERLOCKING STEEL RENEWAL	Engineering	350,000	350,000	700,000	127,447,840
64	PRJ20065416	TURN TOWER ONE - INTERLOCKING STEEL RENEWAL	Engineering	125,000	125,000	250,000	127,572,840
65	PRJ20065442	GEOM MID-ATLANTIC/NEW ENGLAND DIV-SURFACING PROGRAM	Engineering	8,000,000	-	8,000,000	135,572,840
66	PRJ20065443	GEOM NEW YORK DIVISION - SURFACING PROGRAM	Engineering	2,250,000	2,250,000	4,500,000	137,822,840
67	PRJ20065454	RAIL NEW YORK DIV WEST - JOINT ELIMINATION	Engineering	350,000	350,000	700,000	138,172,840
68	PRJ20065456	STA PENN STATION NEW YORK - FACILITIES UPGRADES	Engineering	225,000	225,000	450,000	138,397,840
69	PRJ20073300	STA WASHINGTON UNION STATION - MARC PLATFORM IMPROVEMENTS	Engineering	-	4,000,000	4,000,000	138,397,840
70	PRJ20073302	STA BALTIMORE STATION-PLATFORM CANOPY/STAIRWAY IMPROVEMENTS	Engineering	-	2,000,000	2,000,000	138,397,840
71	PRJ20073305	STA BWI STATION - ELEVATOR INSTALLATION	Engineering	-	200,000	200,000	138,397,840
72	PRJ20075020	BGTI NEW ENGLAND DIV - BRIDGE TIMBER REPLACEMENT	Engineering	250,000	0	250,000	138,647,840
73	PRJ20075022	BGTI PA044.15 CULVERT STREET-TK 4 BRIDGE TIMBER REPLACEMENT	Engineering	250,000	0	250,000	138,897,840
74	PRJ20075026	BGUG CT107.35 LIEUTENANT RIVER - SCOUR PROTECTION	Engineering	1,000,000	(0)	1,000,000	139,897,840
75	PRJ20075040	BLST NEW YORK DIVISION - VACUUM TRAIN PROGRAM	Engineering	250,000	250,000	500,000	140,147,840
76	PRJ20075041	BLST WASHINGTON TO NEW YORK-SYSTEM UNDERCUTTING PROGRAM	Engineering	1,000,000	(0)	1,000,000	141,147,840
77	PRJ20075049	CAT DAVIS TO BACON - CATENARY HARDWARE RENEWAL	Engineering	100,000	-	100,000	141,247,840
78	PRJ20075055	CAT LINCOLN TO COUNTY - CATENARY HARDWARE RENEWAL TRACKS 1/4	Engineering	200,000	200,000	400,000	141,447,840
79	PRJ20075056	CAT MORRIS TO HOLMES - CATENARY HARDWARE RENEWAL	Engineering	100,000	100,000	200,000	141,547,840
80	PRJ20075061	CAT PENN STATION NEW YORK-CATENARY HARDWARE RENEWAL TK 10-15	Engineering	87,500	87,500	175,000	141,635,340
81	PRJ20075068	CAT WINANS TO GROVE - CATENARY HARDWARE RENEWAL TRACK 2, 3	Engineering	175,000	-	175,000	141,810,340
82	PRJ20075069	CAT WOOD INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	175,000	-	175,000	141,985,340
83	PRJ20075072	CETC PSCC NEW YORK - COMPUTER HARDWARE/SOFTWARE UPGRADES	Engineering	137,500	137,500	275,000	142,122,840
84	PRJ20075076	CULV MICHIGAN DISTRICT - CULVERTS UPGRADES	Engineering	250,000	0	250,000	142,372,840
85	PRJ20075077	DRAN MID-ATLANTIC DIVISION - DRAINAGE IMPROVEMENTS	Engineering	1,650,000	-	1,650,000	144,022,840
86	PRJ20075080	EQIR TRACK MAINTENANCE VEHICLES-EQUIPMENT ACQUISITION	Engineering	18,000,000	-	18,000,000	162,022,840
87	PRJ20075082	FAST WASHINGTON TO NEW YORK - RENEW PADS/CLIPS/INSULATERS	Engineering	1,080,000	-	1,080,000	163,102,840
88	PRJ20075089	INRL NORTH PENN INTERLOCKING - INTERLOCKING RENEWAL	Engineering	500,000	500,000	1,000,000	163,602,840
89	PRJ20075091	INRL RAGAN INTERLOCKING - INTERLOCKING RENEWAL	Engineering	4,000,000	(0)	4,000,000	167,602,840
90	PRJ20075108	INTB NEW YORK DIVISION - INTERLOCKING LIGHTING INSTALLATION	Engineering	125,000	125,000	250,000	167,727,840
91	PRJ20075112	MOFE IVY CITY - S&I BUILDING LIGHTING IMPROVEMENTS	Engineering	100,000	-	100,000	167,827,840
92	PRJ20075114	MOFW MIDWAY - ROOF REPLACEMENT	Engineering	1,200,000	0	1,200,000	169,027,840
93	PRJ20075125	RAIL ALBANY LINE - INSULATED JOINT RENEWAL	Engineering	60,000	0	60,000	169,087,840
94	PRJ20075129	RAIL NEW ENGLAND DIVISION - CURVE PATCH RAIL REPLACEMENT	Engineering	300,000	(0)	300,000	169,387,840
95	PRJ20075130	RAIL NEW YORK TO NEWARK, NJ - CURVE PATCH RAIL	Engineering	200,000	200,000	400,000	169,587,840
96	PRJ20075131	RAIL WASHINGTON TO NEW YORK-CURVE PATCH RAIL REPLACEMENT	Engineering	525,000	-	525,000	170,112,840
97	PRJ20075135	SIGP HARRISBURG LINE - SIGNAL POWER UPGRADES	Engineering	175,000	-	175,000	170,287,840
98	PRJ20075147	STA CENTRAL DIVISION-STATION UPGRADES INCLUDING ADA	Engineering	100,000	-	100,000	170,387,840
99	PRJ20075150	STA PENN STATION NEW YORK - ELEVATOR REPLACMENT	Engineering	680,000	680,000	1,360,000	171,067,840
100	PRJ20075151	STA PENN STATION NEW YORK - ESCALATOR REPLACEMENT	Engineering	1,610,000	1,610,000	3,220,000	172,677,840
101	PRJ20075158	STA WASHINGTON UNION STATION - PLATFORM IMPROVEMENTS	Engineering	500,000	0	500,000	173,177,840
102	PRJ20075159	STA WESTERN DIVISION - STATION IMPROVEMENTS	Engineering	500,000	(0)	500,000	173,677,840
103	PRJ20075168	SUB IVY CITY SUBSTATION - SUBSTATION CONSTRUCTION	Engineering	5,000,000	-	5,000,000	178,677,840
104	PRJ20075173	SUB MID-ATLANTIC DIV-PROTOTYPE CIRCUIT BREAKERS INSTALLATION	Engineering	375,000	375,000	750,000	179,052,840
105	PRJ20075174	SUB MID-ATLANTIC SOUTH - SUBSTATION CONTROL HOUSE UPGRADES	Engineering	200,000	0	200,000	179,252,840
106	PRJ20075175	SUB NEW ENGLAND DIV-TRANSFORMER PIT PUMPS UPGR/HEATERS INST	Engineering	100,000	-	100,000	179,352,840
107	PRJ20075187	SWHT SOUTH HAMPTON ST YARD - SWITCH HEATER INSTALLATION	Engineering	490,000	0	490,000	179,842,840
108	PRJ20075189	SYS ELECTRIC TRACTION - ET SYSTEM STANDARDS	Engineering	50,000	-	50,000	179,892,840
109	PRJ20075190	SYS ELECTRIC TRACTION DESIGN REVIEW	Engineering	500,000	(0)	500,000	180,392,840
110	PRJ20075193	SYS STRUCTURES FACILITIES - FUTURE DESIGN	Engineering	1,800,000	(0)	1,800,000	182,192,840

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111	PRJ20075194	SYS TRACK - FUTURE DESIGN	Engineering	260,000	0	260,000	182,452,840
112	PRJ20075202	TIES NEW YORK DIVISION WEST - TIE/TIMBER PROGRAM	Engineering	2,000,000	2,000,000	4,000,000	184,452,840
113	PRJ20075222	TURN "JO" INTERLOCKING - TURNOUT RENEWAL	Engineering	1,040,000	1,040,000	2,080,000	185,492,840
114	PRJ20075228	TURN SPRINGFIELD LINE - INTERLOCKING STEEL RENEWAL	Engineering	250,000	-	250,000	185,742,840
115	PRJ20075232	XING MICHIGAN LINE - CROSSING EQUIPMENT UPGRADES	Engineering	250,000	-	250,000	185,992,840
116	PRJ20075234	XINR MICHIGAN LINE - REPLACE CROSSING PANNELS	Engineering	350,000	0	350,000	186,342,840
117	PRJ20075246	INRL ATGLEN INTERLOCKING - INTERLOCKING RENEWAL	Engineering	2,000,000	0	2,000,000	188,342,840
118	PRJ20075254	RAIL MID-ATLANTIC DIVISION - JOINT ELIMINATION	Engineering	2,500,000	-	2,500,000	190,842,840
119	PRJ20075257	SIGP SEVERN TO BOWIE - SIGNAL POWER UPGRADES	Engineering	500,000	0	500,000	191,342,840
120	PRJ20075259	STA 30TH STREET STATION - HVAC REPLACEMENT	Engineering	200,000	(0)	200,000	191,542,840
121	PRJ20075262	STA PENN STATION NEW YORK - PLATFORM UPGRADES 1 THRU 7	Engineering	100,000	100,000	200,000	191,642,840
122	PRJ20075263	STA WASHINGTON TERMINAL - INTERIOR IMPROVEMENTS	Engineering	150,000	(0)	150,000	191,792,840
123	PRJ20075265	SWHT NEW ENGLAND DIV - ELECTRIC SWITCH HEATER INSTALLATION	Engineering	56,945	0	56,945	191,849,785
124	PRJ20075267	TIES B&P TUNNEL - BLOCK TIE/RAIL RENEWAL	Engineering	400,000	0	400,000	192,249,785
125	PRJ20075268	TIES NEW ENGLAND DIVISION - CONCRETE TIE REPLACEMENT	Engineering	1,000,000	(0)	1,000,000	193,249,785
126	PRJ20075269	TKRH PENN STATION NEW YORK - 1X/5A TRACK REPLACEMENT	Engineering	330,000	330,000	660,000	193,579,785
127	PRJ20075273	TURN MID-ATLANTIC DIVISION - TURNOUT REPLACEMENT	Engineering	3,250,000	-	3,250,000	196,829,785
128	PRJ20075278	XINR HARRISBURG LINE - PRIVATE GRADE CROSSING ELIMINATION	Engineering	250,000	0	250,000	197,079,785
129	PRJ20075286	STA NEWARK, NJ STATION - PLATFORM/DRAINAGE/COMM DESIGN	Engineering	100,000	100,000	200,000	197,179,785
130	PRJ20085003	ABS PARK TO LEAMAN - WIRE SIGNAL HOUSES FOR 261	Engineering	1,500,000	0	1,500,000	198,679,785
131	PRJ20085004	BGMS STRUCTURES - MOVABLE BRIDGE COMPONENT DESIGN	Engineering	100,000	-	100,000	198,779,785
132	PRJ20085005	BGTI MID-ATLANTIC PA013.42/DE025.73 - BRG TIMBER REPLACEMENT	Engineering	469,688	(0)	469,688	199,249,473
133	PRJ20085010	BGUG NEW ENGLAND DIV- BLST DECK BRG BALLAST RETAINER UPGR	Engineering	200,000	(0)	200,000	199,449,473
134	PRJ20085018	BGUG CT036.55 HARTFORD VIADUCT- STRUCTURAL STEEL UPGRADES	Engineering	100,000	-	100,000	199,549,473
135	PRJ20085021	BLST NEW ENGLAND DIVISION - SPOT UNDERCUTTING PROGRAM	Engineering	1,100,000	-	1,100,000	200,649,473
136	PRJ20085029	CAT SOUTH PENN INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	200,000	-	200,000	200,849,473
137	PRJ20085033	CAT MIDWAY TO FAIR - CATENARY HARDWARE RENEWAL TRACK 1,2,3, 4	Engineering	87,500	87,500	175,000	200,936,973
138	PRJ20085036	CAT BALTIMORE SUBDIV - KOUPLER SECTION BREAK REPLACEMENT	Engineering	100,000	-	100,000	201,036,973
139	PRJ20085038	CAT ELMORA TO UNION - CATENARY HARDWARE RENEWAL TRACK A, B	Engineering	65,000	65,000	130,000	201,101,973
140	PRJ20085039	CULV CT022.75 STREAM-ARCH/HEADWALL/CAP STONE UPGRADES	Engineering	270,000	-	270,000	201,371,973
141	PRJ20085041	BGUG CT013.96 STREAM - CONCRETE/STONE ARCH UPGRADES	Engineering	160,000	0	160,000	201,531,973
142	PRJ20085046	FAST PSNY/PORTAL - HIGH DEGREE CRV PLATE/FASTENER RENEWAL	Engineering	120,000	120,000	240,000	201,651,973
143	PRJ20085052	FREQ METUCHEN FREQUENCY CONVERTER - EQUIPMENT UPGRADES	Engineering	1,500,000	1,500,000	3,000,000	203,151,973
144	PRJ20085054	FREQ RICHMOND FREQUENCY CONVERTER - EQUIPMENT UPGRADES	Engineering	250,000	(0)	250,000	203,401,973
145	PRJ20085055	FREQ SUNNYSIDE YARD - CAPACITOR UPGRADE	Engineering	50,000	50,000	100,000	203,451,973
146	PRJ20085063	INT ATTLEBRO - M3 SWITCH MACH REPLACEMENT	Engineering	-	250,000	250,000	203,451,973
147	PRJ20085065	INT LAWN/ORMS INTERLOCKING-UPGRADE TO MICROLOK 2 VER 8.0	Engineering	100,000	-	100,000	203,551,973
148	PRJ20085068	INT NEW ENGLAND DIV INTERLOCKINGS - BATTERY BANK REPLACEMENT	Engineering	100,000	0	100,000	203,651,973
149	PRJ20085080	POLE HOLMES TO SHORE - CATENARY POLE FOUNDATION UPGRADES	Engineering	150,000	-	150,000	203,801,973
150	PRJ20085084	RAIL PROVIDENCE SUBDIVISION - INSULATED JOINT RENEWAL	Engineering	240,000	0	240,000	204,041,973
151	PRJ20085085	RAIL SPRINGFIELD LINE - INSULATED JOINT RENEWAL	Engineering	200,000	(0)	200,000	204,241,973
152	PRJ20085086	RAIL NEW ENGLAND DIVISON - INSULATED JOINT REPLACEMENT	Engineering	150,000	-	150,000	204,391,973
153	PRJ20085087	RAIL NEW YORK DIV EAST - JOINT ELIMINATION	Engineering	200,000	200,000	400,000	204,591,973
154	PRJ20085092	SIGP PRINCETON TO FAIR - SIGNAL POWER UPGRADES	Engineering	125,000	125,000	250,000	204,716,973
155	PRJ20085096	STA WASHINGTON TERMINAL - WATER PRESSURE IMPROVEMENTS	Engineering	100,000	-	100,000	204,816,973
156	PRJ20085114	SUB PENN INTERLOCKING - INTERLOCKING RATIONALIZATION	Engineering	120,000	-	120,000	204,936,973
157	PRJ20085123	SUB NEW ENGLAND DIV - SUBSTATION LIGHTING UPGRADES	Engineering	200,000	(0)	200,000	205,136,973
158	PRJ20085126	SUB ELECTRIC TRACTION SUBSTATION - RELAY UPGRADES	Engineering	100,000	-	100,000	205,236,973
159	PRJ20085129	SUB BOSTON TO RHODE ISLAND-SUBSTATION 60 HZ REMOTE CNTL UPGR	Engineering	-	500,000	500,000	205,236,973
160	PRJ20085137	SUB MID-ATLANTIC SOUTH - SUBSTATION AS BUILT DOCUMENTATION	Engineering	50,000	-	50,000	205,286,973
161	PRJ20085141	SYS STRUCTURES BRIDGES/TUNNELS/WALLS - FUTURE DESIGN	Engineering	600,000	-	600,000	205,886,973
162	PRJ20085142	SYS C&S LANCASTER SHOP EQUIPMENT PURCHASE/UPGRADES	Engineering	500,000	(0)	500,000	206,386,973
163	PRJ20085143	TIES NEW YORK NORTH RIVER TUNNELS-TIE/TIMBER REPLACEMENT	Engineering	2,000,000	2,000,000	4,000,000	208,386,973
164	PRJ20085145	TIES MID-ATLANTIC DIVISION - CONCRETE TIES REPLACEMENT	Engineering	1,000,000	(0)	1,000,000	209,386,973
165	PRJ20085148	TKRH HELLGATE LN MP 9 TO 6-WOOD TIE/RAIL REPLACEMENT TRK 1/2	Engineering	4,000,000	(0)	4,000,000	213,386,973

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166	PRJ20085169	TURN MICHIGAN DISTRICT - TURNOUT REPLACEMENT	Engineering	200,000	(0)	200,000	213,586,973
167	PRJ20085182	TIES NEW ORLEANS, LA - WOOD TIE REPLACEMENT	Engineering	100,000	-	100,000	213,686,973
168	PRJ20085184	TKAP NORTHEAST CORRIDOR-WAYSIDE DETECTOR COMMUNICATIONS SYS	Engineering	250,000	0	250,000	213,936,973
169	PRJ20085187	GEOM MICHIGAN DISTRICT - SURFACING PROGRAM	Engineering	500,000	0	500,000	214,436,973
170	PRJ20085191	RAIL MICHIGAN DISTRICT - INSULATED JOINT RENEWAL	Engineering	200,000	0	200,000	214,636,973
171	PRJ20085194	INT NEW ENGLAND DIVISION MP 119 TO 141 - INSTALL LED SIGNALS	Engineering	265,000	-	265,000	214,901,973
172	PRJ20085196	STA LANCASTER, PA STATION - STATION IMPROVEMENTS	Engineering	-	200,000	200,000	214,901,973
173	PRJ20095000	3RD NEW YORK EAST RIVER TUNNEL/HAROLD - REPLACE 3RD RAIL	Engineering	-	150,000	150,000	214,901,973
174	PRJ20095001	ABS BALTIMORE SUBDIV - TRACK CIRCUITS UPGRADES	Engineering	250,000	0	250,000	215,151,973
175	PRJ20095002	ABS MICHIGAN DISTRICT - INSTALL LED SIGNALS/SIG SYS UPGR	Engineering	250,000	0	250,000	215,401,973
176	PRJ20095006	BGMS NJ006.10 PORTAL - RAIL LIFTER REPLACEMENT	Engineering	125,000	125,000	250,000	215,526,973
177	PRJ20095012	BGUG CT080.59 BRANFORD BRIDGE REPLACMENT US RT1	Engineering	-	3,000,000	3,000,000	215,526,973
178	PRJ20095015	BGUG CT096.89 HULL STREET - STEEL UPGRADES	Engineering	200,000	(0)	200,000	215,726,973
179	PRJ20095018	BGUG HELLGATE VIADUCT - UNDERGRADE BRIDGE UPGRADES	Engineering	1,000,000	(0)	1,000,000	216,726,973
180	PRJ20095019	BGUG MA061.98 DWIGHT STREET - ABUTMENT UPGRADES	Engineering	189,087	(0)	189,087	216,916,060
181	PRJ20095020	BGUG MA220.42 MOTHER BROOK - TK 3 BALLAST DECK CONVERSION	Engineering	-	100,000	100,000	216,916,060
182	PRJ20095022	BGUG NJ005.65 NJT - BALLAST RETAINER UPGRADE	Engineering	125,000	125,000	250,000	217,041,060
183	PRJ20095025	BGUG NY005.70 ST. CLAIR VIADUCT - STEEL AND CONCRETE REHAB	Engineering	500,000	(0)	500,000	217,541,060
184	PRJ20095033	CAT HOLLY INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	200,000	(0)	200,000	217,741,060
185	PRJ20095034	CAT HOOK TO HOLLY - CATENARY HARDWARE RENEWAL	Engineering	300,000	-	300,000	218,041,060
186	PRJ20095036	CAT PAOLI TO FRAZER - CATENARY HARDWARE RENEWAL	Engineering	600,000	0	600,000	218,641,060
187	PRJ20095040	CULV ADAMS SUBDIV - CULVERT UPGRADES	Engineering	100,000	100,000	200,000	218,741,060
188	PRJ20095045	FEN BALTIMORE SUBDIV - INSTALL SECURITY FENCE	Engineering	150,000	-	150,000	218,891,060
189	PRJ20095047	FEN PERRYVILLE SUBDIV - INSTALL SECURITY FENCE	Engineering	150,000	-	150,000	219,041,060
190	PRJ20095048	FEN WASHINGTON UNION TERM - INSTALL SECURITY FENCE	Engineering	50,000	(0)	50,000	219,091,060
191	PRJ20095052	INRL GROVE INTERLOCKING - INTERLOCKING RENEWAL	Engineering	1,000,000	(0)	1,000,000	220,091,060
192	PRJ20095053	INRL WYNNFIELD INTERLOCKING - INTERLOCKING INSTALLATION	Engineering	-	1,000,000	1,000,000	220,091,060
193	PRJ20095054	INT BALTIMORE SUBDIV - CHRYSLER RTU'S REPLACEMENT	Engineering	500,000	(0)	500,000	220,591,060
194	PRJ20095063	MOFW PERRYVILLE M/W BASE - FACILITY UPGRADES	Engineering	150,000	-	150,000	220,741,060
195	PRJ20095064	MOFW PROVIDENCE M/W BASE - HEADQUARTER UPGRADES	Engineering	400,000	0	400,000	221,141,060
196	PRJ20095067	MOFW WILMINGTON M/W BASE - FACILITY UPGRADES	Engineering	150,000	-	150,000	221,291,060
197	PRJ20095069	POLE BALTIMORE SUBDIV - CATENARY POLE UPGRADES	Engineering	790,567	-	790,567	222,081,627
198	PRJ20095070	POLE PERRYVILLE SUBDIV - CATENARY POLE UPGRADES	Engineering	1,552,442	-	1,552,442	223,634,069
199	PRJ20095071	RAD PENN STATION NEW YORK - POLICE RADIO REPEATER UPGRADE	Engineering	120,000	-	120,000	223,754,069
200	PRJ20095073	RAIL MID-ATLANTIC DIVISION - INSULATED JOINT REPLACEMENT	Engineering	200,000	(0)	200,000	223,954,069
201	PRJ20095075	SIGP GRACE TO OAK - SIGNAL POWER SYSTEM UPGRADES	Engineering	300,000	-	300,000	224,254,069
202	PRJ20095081	STA HARRISBURG LINE STATIONS - STATION IMPROVEMENTS	Engineering	500,000	(0)	500,000	224,754,069
203	PRJ20095087	STIP RIDOT S COUNTY COMMUTER SERVICE-INFRASTRUCTURE UPGRADES	Engineering	-	10,000,000	10,000,000	224,754,069
204	PRJ20095090	SUB HAMILTON SUBSTATION - DESIGN/CONSTRUCTION	Engineering	1,500,000	1,500,000	3,000,000	226,254,069
205	PRJ20095094	SUB NEW ENGLAND DIVISION - SUBSTATION UPGRADES	Engineering	100,000	-	100,000	226,354,069
206	PRJ20095100	TIES BEAR MOFE FACILITY - TIE/TIMBER REPLACEMENT	Engineering	100,000	-	100,000	226,454,069
207	PRJ20095102	TIES NEW ENGLAND DIVISION - HEADBLOCK TIE REPLACEMENT	Engineering	500,000	(0)	500,000	226,954,069
208	PRJ20095103	TIES WILMINGTON MOFE FACILITY - TIE/TIMBER REPLACEMENT	Engineering	150,000	-	150,000	227,104,069
209	PRJ20095106	TKRH UNION I/L NJT CONNECTION - INSTALL RAIL/TIES	Engineering	1,489,590	1,489,590	2,979,180	228,593,659
210	PRJ20095110	TLS NEW ENGLAND DIVISION - CONCRETE TIE REPLACEMENT	Engineering	37,000,000	-	37,000,000	265,593,659
211	PRJ20095114	TURN BEAR MOFE FACILITY - TURNOUT REPLACEMENT	Engineering	560,000	0	560,000	266,153,659
212	PRJ20095121	WALL PERRYVILLE SUBDIV - RETAINING WALL UPGRADES	Engineering	150,000	0	150,000	266,303,659
213	PRJ20095125	XING NEW HAVEN TO BOSTON - QUAD GATES CROSSING UPGRADES	Engineering	470,187	(0)	470,187	266,773,846
214	PRJ20095127	RAIL MICHIGAN DISTRICT - RAIL RENEWAL	Engineering	4,700,000	0	4,700,000	271,473,846
215	PRJ20095129	XINR RENSSELAER YARD - CROSSING REPLACEMENT	Engineering	50,000	-	50,000	271,523,846
216	PRJ20095133	TIES PENN STATION NY - BLOCK TIE RENEWAL TRACK 10	Engineering	400,000	400,000	800,000	271,923,846
217	PRJ20095137	INT NEW ENGLAND DIVISION - INTERLOCKING RTU UPGRADES	Engineering	351,847	0	351,847	272,275,693
218	PRJ20095138	SUB UNION SUB 25A - SUBSTATION RELOCATION	Engineering	700,000	-	700,000	272,975,693
219	PRJ20095139	DRAN SPRINGFIELD LINE - DRAINAGE IMPROVEMENTS DESIGN	Engineering	300,000	-	300,000	273,275,693
220	PRJ20095140	CAT PHILADELPHIA ET TRANING FACILITY - UPGRADES	Engineering	150,000	-	150,000	273,425,693

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221	PRJ20095141	SUB MID-ATLANTIC DIVISION - BATTERY/CHARGER RENEWAL	Engineering	100,000	-	100,000	273,525,693
222	PRJ20095143	TIES HELLGATE/EMPIRE - TIE/TIMBER RENEWAL	Engineering	200,000	(0)	200,000	273,725,693
223	PRJ20095145	TURN HELLGATE/EMPIRE - INTERLOCKING STEEL	Engineering	100,000	-	100,000	273,825,693
224	PRJ20095151	STA LANCASTER, PA STATION - C&S TRAINING FACILITY UPGRADES	Engineering	250,000	0	250,000	274,075,693
225	PRJ20095152	STA 30TH STREET STATION - ELEVATOR REPLACEMENT	Engineering	1,000,000	(0)	1,000,000	275,075,693
226	PRJ20115000	TLS MID-ATLANTIC DIVISION - CONCRETE TIE REPLACEMENT	Engineering	36,000,000	(0)	36,000,000	311,075,693
227	PRJ20115001	MOFE HIALEAH, FL - CONSTRUCT MAINTENANCE FACILITY	Engineering	5,000,000	-	5,000,000	316,075,693
228	PRJ20115002	INT CHICAGO YARD - SWITCH HEATER REPL/REMOTE CONTROL	Engineering	2,685,000	(0)	2,685,000	318,760,693
229	PRJ20115004	TRN A&S BRANCH - TRANSMISSSION LINE REPLACEMENT	Engineering	2,000,000	0	2,000,000	320,760,693
230	PRJ20115005	TKRH CENTRAL DIVISION – TRACK REHABILITATION	Engineering	3,000,000	(0)	3,000,000	323,760,693
231	PRJ20115006	STA PENN STATION NEW YORK - SERVICE BUILDING UPGR	Engineering	6,257,000	(0)	6,257,000	330,017,693
232	PRJ20115007	FREQ LAMOKIN - FREQUENCY CONVERTER REPLACEMENT	Engineering	3,000,000	(0)	3,000,000	333,017,693
233	PRJ20115008	MOFE LOS ANGELES, CA - CONSTRUCT MAINTENANCE FACILITY	Engineering	5,000,000	-	5,000,000	338,017,693
234	PRJ20115012	ACSE AMTRAK OWNED-POSITIVE TRAIN CONTROL (PTC) INSTALLATION	Engineering	10,000,000	-	10,000,000	348,017,693
235	PRJ20107207	CUS Imrpovements	Transportation	25,300,000	-	25,300,000	373,317,693
236	PRJ20037429	Superliner I Sleeper Overhaul - Level 3	Mechanical	15,000,000	-	15,000,000	388,317,693
237	PRJ20055448	LSHD CHICAGO MAJOR CORRIDORS-CONGESTION RELIEF/GRA	Policy and Development	560,000	-	560,000	388,877,693
238	PRJ20073062	Amtrak E-Ticketing Initiative	Marketing and Product M	9,472,900	0	9,472,900	398,350,593
239	PRJ20080013	30th Street Station - Understreet Garage Reconstru	Real Estate	5,000,000	-	5,000,000	403,350,593
240	PRJ20037007	SUNNYSIDE YARD OIL/PCB REMED	Environmental	2,000,000	-	2,000,000	405,350,593
241	PRJ20037006	Penn Station Track Remediation	Environmental	300,000	-	300,000	405,650,593
242	PRJ20037000	Asbestos, Lead Paint and Mold Abatements	Environmental	699,575	-	699,575	406,350,168
243	PRJ20097007	WILMINGTON MOFE FACILITY-PCB/OTHER CONTAMINANTS RE	Environmental	3,800,337	-	3,800,337	410,150,505
244	PRJ20117010	Prevention of Groundwater Contamination	Environmental	300,000	-	300,000	410,450,505
245	PRJ20077016	Cedar Hill Remedation	Environmental	200,000	-	200,000	410,650,505
246	PRJ20067402	AEM-7 AC Locomotive Overhauls	Mechanical	6,000,000	-	6,000,000	416,650,506
247	PRJ20047402	LOCOMOTIVE MANDATORY PROGRAMS	Mechanical	3,000,000	-	3,000,000	419,650,505
248	PRJ20057407	HHP-8 Locomotive Overhaul	Mechanical	3,750,000	-	3,750,000	423,400,506
249	PRJ20093052	BALTIMORE STATION - REDEVELOPMENT	Real Estate	250,000	-	250,000	423,650,506
250	PRJ20107404	EQUIPMENT SPECIFICATIONS	Mechanical	500,000	-	500,000	424,150,505
251	PRJ20047419	AEM-7 DC Locomotive Overhaul	Mechanical	2,100,000	-	2,100,000	426,250,506
252	PRJ20107205	NYP Penn Station Improvements	Transportation	4,637,500	-	4,637,500	430,888,006
253	PRJ20082501	Rail Incident Management System	Transportation	2,368,210	-	2,368,210	433,256,215
254	PRJ20057422	Superliner 1 Coach Overhaul	Mechanical	18,500,000	-	18,500,000	451,756,216
255	PRJ20057418	Superliner 1 Lounge Overhauls	Mechanical	3,300,000	-	3,300,000	455,056,216
256	PRJ20047440	Amfleet II Coach Overhaul Level 1	Mechanical	9,000,000	-	9,000,000	464,056,215
257	PRJ20082564	AMFLEET I COACH OVERHAUL LEVEL 1	Mechanical	20,000,000	-	20,000,000	484,056,215
258	PRJ20077405	Amfleet I Café/Club Overhaul	Mechanical	8,000,000	-	8,000,000	492,056,215
259	PRJ20037434	Superliner II Sleeper Overhaul	Mechanical	1,750,000	-	1,750,000	493,806,215
260	PRJ20037436	Superliner II Coach Overhaul	Mechanical	6,650,000	-	6,650,000	500,456,215
261	PRJ20037438	Superliner II Trans Sleeper Dorm Overhaul	Mechanical	3,850,000	-	3,850,000	504,306,215
262	PRJ20097404	Surfliner Coach Overhaul	Mechanical	2,400,000	-	2,400,000	506,706,215
263	PRJ20097410	Surfliner Cab Car Overhaul	Mechanical	800,000	-	800,000	507,506,215
264	PRJ20097413	Surfliner Custom Coach Overhaul	Mechanical	800,000	-	800,000	508,306,216
265	PRJ20097414	Surfliner Café Overhaul	Mechanical	800,000	-	800,000	509,106,216
266	PRJ20082566	Locomotive Health Monitoring & Analysis System	Mechanical	1,000,000	-	1,000,000	510,106,216
267	PRJ20099606	PURCHASE OF WHEEL CHAIR LIFTS	Transportation	1,000,000	0	1,000,000	511,106,216
268	PRJ20097417	CAB CAR OVERHAUL - LEVEL 1	Mechanical	2,100,000	-	2,100,000	513,206,216
269	PRJ20097421	Diesel Locomotive LCPM	Mechanical	35,000,000	-	35,000,000	548,206,216
270	PRJ20107401	Amfleet II Diner Overhaul Level 2	Mechanical	2,450,000	-	2,450,000	550,656,217
271	PRJ20047413	S&I/Running Repair - NY	Mechanical	1,500,000	-	1,500,000	552,156,216
272	PRJ20047414	SI Running Repair-South	Mechanical	1,500,000	-	1,500,000	553,656,217
273	PRJ20047415	SI Running Repair-WAS	Mechanical	2,000,000	-	2,000,000	555,656,216
274	PRJ20047416	SI Running Repair-Central	Mechanical	2,000,000	-	2,000,000	557,656,217
275	PRJ20047417	SI Running Repair-West	Mechanical	1,500,000	-	1,500,000	559,156,217

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276	PRJ20047422	Wilmington Facility Improvements	Mechanical	1,000,000	-	1,000,000	560,156,217
277	PRJ20047436	Beech Grove Shops Facility Improvement	Mechanical	1,000,000	-	1,000,000	561,156,216
278	PRJ20047444	Bear Facility Improvements	Mechanical	1,000,000	-	1,000,000	562,156,216
279	PRJ20079876	Superliner Diner Lounge Overhaul	Mechanical	3,200,000	-	3,200,000	565,356,217
280	PRJ20077401	High Speed Facility	Mechanical	3,520,000	-	3,520,000	568,876,217
281	PRJ20103100	Reservation Ecosystem Next Generation Program	Information Technology	17,000,000	(0)	17,000,000	585,876,217
282	PRJ20067411	Viewliner Sleeper - Overhaul	Mechanical	7,800,000	-	7,800,000	593,676,216
283	PRJ20107206	San Antonio Station/Facility Improvements	Transportation	471,167	-	471,167	594,147,384
284	PRJ20049801	Support Equipment	Transportation	3,000,000	-	3,000,000	597,147,384
285	PRJ20073301	MARC Jt Benefit Projects	Policy and Development	-	7,000,000	7,000,000	597,147,384
286	PRJ20079857	POS/Eatec Upgrade	Marketing and Product M	6,240,531	-	6,240,531	603,387,915
287	PRJ20097405	HORIZON COACH OVERHAUL - LEVEL 2	Mechanical	11,250,000	-	11,250,000	614,637,915
288	PRJ20097407	Horizon Café Overhaul	Mechanical	2,000,000	-	2,000,000	616,637,914
289	PRJ20103048	Commissary Facility Projects	Marketing and Product M	2,500,000	0	2,500,000	619,137,914
290	PRJ20043090	Vehicle Replacement	Procurement	6,185,750	-	6,185,750	625,323,664
291	PRJ20107405	Acela Overhaul	Mechanical	54,000,000	-	54,000,000	679,323,664
292	PRJ20059816	Station Signage	Transportation	1,600,000	0	1,600,000	680,923,664
293	PRJ20103049	Food & Beverage Support Equipment	Marketing and Product M	1,147,900	0	1,147,900	682,071,564
294	PRJ20093301	STATION DEVELOPMENT AND ADA REQUIREMENTS	Policy and Development	2,000,000	-	2,000,000	684,071,564
295	PRJ20103246	Station Hardening	Police & Security	-	1,800,540	1,800,540	684,071,564
296	PRJ20080016	Migration/Replacement LMS Application	Information Technology	9,657,315	-	9,657,315	693,728,879
297	PRJ20082601	SECURITY CANINE PROCUREMENT AND TRAINING	Police & Security	-	427,563	427,563	693,728,879
298	PRJ20103245	Police K9 Expansion	Police & Security	-	1,250,376	1,250,376	693,728,879
299	PRJ20103054	Employee Identity Protection – Rail Pass Automatio	Marketing and Product M	1,050,000	-	1,050,000	694,778,879
300	PRJ20099605	CCTV and Communications	Police & Security	626,439	1,879,316	2,505,755	695,405,318
301	PRJ20103243	CCTV and Communications	Police & Security	-	2,400,721	2,400,721	695,405,318
302	PRJ20113243	CCTV Maintenance and Monitoring	Police & Security	400,121	-	400,121	695,805,439
303	PRJ20099610	BRIDGE AND TUNNEL - SECURITY IMPROVEMENTS	Police & Security	591,427	1,774,282	2,365,709	696,396,866
304	PRJ20103242	Bridge and Tunnel - Security Improvements	Police & Security	-	1,800,540	1,800,540	696,396,866
305	PRJ20103050	Commissary Support Vehicles	Marketing and Product M	492,800	(0)	492,800	696,889,666
306	PRJ20047401	Car Mandatory Programs	Mechanical	2,000,000	-	2,000,000	698,889,666
307	PRJ20073303	VRE Jt Benefit Projects	Policy and Development	-	700,000	700,000	698,889,666
308	PRJ20117206	Passenger Information Systems	Transportation	4,300,000	-	4,300,000	703,189,666
309	PRJ20099616	Security Training	Police & Security	-	1,449,526	1,449,526	703,189,666
310	PRJ20099601	ACCESS CONTROL SYSTEM EXPANSION	Police & Security	187,556	562,669	750,225	703,377,222
311	PRJ20113242	Access Control System Expansion	Police & Security	250,075	-	250,075	703,627,297
312	PRJ20113246	2010 DHS TSGP	Police & Security	2,000,600	-	2,000,600	705,627,897
313	PRJ20093094	MAT HANDLING EQUP FACILITIES STATE OF GOOD REPAIR	Procurement	661,000	-	661,000	706,288,897
314	PRJ20037435	Superliner II Lounge Overhaul	Mechanical	400,000	-	400,000	706,688,897
315	PRJ20037437	Superliner II Diner Overhaul	Mechanical	900,000	-	900,000	707,588,897
316	PRJ20107203	Club Acela Modifications	Transportation	502,744	-	502,744	708,091,641
317	PRJ20113222	Sacramento Valley Station – Service Tunnel	Policy and Development	1,370,000	-	1,370,000	709,461,641
318	PRJ20103244	Security and Protection Interoperability (SPI)	Police & Security	-	1,000,301	1,000,301	709,461,641
319	PRJ20093001	CHICAGO UNION STATION - STEAM PLANT REPLACEMENT ST	Chief Financial Officer	1,050,000	-	1,050,000	710,511,641
320	PRJ20103004	Install High Efficiency Lighting at Mechanical Fac	Chief Financial Officer	2,100,000	-	2,100,000	712,611,641
321	PRJ20099612	AMTRAK POLICE DEPARTMENT PERSONAL PROTECTION EQUIP	Police & Security	138,891	416,674	555,565	712,750,533
322	PRJ20113241	Amtrak Police Department Equipment	Police & Security	300,090	-	300,090	713,050,622
323	PRJ20103221	Surfliner Route - Carlsbad Double Track	Policy and Development	14,600,000	-	14,600,000	727,650,622
324	PRJ20099615	STATION ACTION PLAN TESTING AND IMPLEMENTATION	Police & Security	-	1,500,449	1,500,449	727,650,622
325	PRJ20099617	STATION ACTION TEAM (SAT) TOOL KIT	Police & Security	545,914	1,637,741	2,183,655	728,196,536
326	PRJ20099611	SUBSTATION - SECURITY IMPROVEMENTS	Police & Security	67,020	201,059	268,079	728,263,556
327	PRJ20037428	Baggage Car Overhaul	Mechanical	875,000	-	875,000	729,138,556
328	PRJ20069803	Train Equipment Management System	Transportation	2,277,897	-	2,277,897	731,416,452
329	PRJ20103241	Special Operations Division Equipment	Police & Security	-	500,149	500,149	731,416,452
330	PRJ20099607	SECURITY SYSTEMS - FUTURE DESIGNS	Police & Security	50,015	150,044	200,059	731,466,467

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331	PRJ20067401	Talgo Equipment Modifications	Mechanical	1,300,000	-	1,300,000	732,766,467
332	PRJ20103047	ARAMARK Food & Beverage Investment	Marketing and Product M	579,800	(0)	579,800	733,346,267
333	PRJ20103053	Call Center Technology Efficiencies Program	Marketing and Product M	3,375,000	-	3,375,000	736,721,267
334	PRJ20079877	CREDIT CARD TERMINALS FOR CONDUCTORS	Chief Financial Officer	500,000	-	500,000	737,221,267
335	PRJ20067405	Acela Upgrades & Modifications	Mechanical	2,000,000	-	2,000,000	739,221,268
336	PRJ20080115	PC and Field Sys State of Good Repair	Information Technology	7,000,007	-	7,000,007	746,221,274
337	PRJ20103042	Amtrak.com Enhancements & Upgrades	Marketing and Product M	2,816,848	-	2,816,848	749,038,122
338	PRJ20093207	CHICAGO - REESTABLISHMENT OF THE GRAND CROSSING R	Policy and Development	9,000,000	-	9,000,000	758,038,122
339	PRJ20097415	RELIABILITY CENTER IMPROVEMENTS	Mechanical	2,000,000	-	2,000,000	760,038,122
340	PRJ20079891	QUIK TRAK ENHANCEMENTS	Marketing and Product M	2,272,280	(0)	2,272,280	762,310,402
341	PRJ20103002	Replace Underground Air System – Ivy City	Chief Financial Officer	105,000	-	105,000	762,415,402
342	PRJ20077018	Safety Hazard Reduction Initiatives	Environmental	100,000	-	100,000	762,515,402
343	PRJ20113221	Design Improvements at Washington Terminal	Policy and Development	1,000,000	-	1,000,000	763,515,402
344	PRJ20099614	PUBLIC SECURITY AWARENESS PROGRAM	Police & Security	-	1,015,303	1,015,303	763,515,402
345	PRJ20093002	CREDIT CARD INTERCHANGE REDUCTION COSTS	Chief Financial Officer	300,000	-	300,000	763,815,402
346	PRJ20103001	Lighting and HVAC Control Project	Chief Financial Officer	105,000	-	105,000	763,920,402
347	PRJ20100005	Ivy City Steam Plant Demolition/Abatement	Environmental	1,600,000	-	1,600,000	765,520,402
348	PRJ20097420	Documentum Departmental Implementations	Information Technology	733,727	(0)	733,727	766,254,129
349	PRJ20103055	Reservation Systems Next Generation - Stations & C	Marketing and Product M	4,107,355	-	4,107,355	770,361,485
350	PRJ20080112	Appl Server and Storage - State of Good Repair	Information Technology	700,000	0	700,000	771,061,485
351	PRJ20107213	WAS Conversion of Starlight room to passenger load	Transportation	9,000,000	-	9,000,000	780,061,485
352	PRJ20033116	Work Management System	Mechanical	1,500,000	-	1,500,000	781,561,484
353	PRJ20077406	Locomotive Video Cameras/Train Communications	Mechanical	3,800,000	-	3,800,000	785,361,485
354	PRJ20093107	Enterprise Business Intelligence	Information Technology	500,000	(0)	500,000	785,861,485
355	PRJ20097424	Acela Bistro Reconfiguration	Mechanical	19,500,000	-	19,500,000	805,361,485
356	PRJ20103117	Train Communication Enterprise (TCE) Service Imple	Information Technology	1,500,000	-	1,500,000	806,861,485
357	PRJ20103114	CLAIMS Enhancements	Information Technology	1,873,975	0	1,873,975	808,735,460
358	PRJ20090015	OPERATIONS DEPARTMENT - CONSOLIDATED DASHBOARD	Chief Operating Officer	250,000	-	250,000	808,985,460
359	PRJ20082561	Mechanical Dashboard - Enhancements/Deployment	Information Technology	698,580	(0)	698,580	809,684,039
360	PRJ20082575	Strategic Asset Mgmt Enterprise (SAM)	Information Technology	80,048,089	0	80,048,089	889,732,128
361	PRJ20082542	SAP Employee Information Mgmt (EIM)	Information Technology	8,900,000	(0)	8,900,000	898,632,128
362	PRJ20037021	LOS ANGELES WASTEWATER UPGR	Environmental	300,000	-	300,000	898,932,128
363	PRJ20080031	New Orleans DAF Upgrades	Environmental	600,000	-	600,000	899,532,128
364	PRJ20097019	Beech Grove Environmental Upgrades	Environmental	50,000	-	50,000	899,582,128
365	PRJ20107007	Los Angles Facility Upgrades	Environmental	300,000	-	300,000	899,882,128
366	PRJ20107012	Heartland Flyer Bio-Diesel Grant	Environmental	120,000	-	120,000	900,002,128
367	PRJ20117002	Chicago Wastewater Treatment Plant Tank Upgrades	Environmental	600,000	-	600,000	900,602,128
368	PRJ20117003	Wilmington Wastewater Treatment Cell/Tank Replacem	Environmental	500,000	-	500,000	901,102,128
369	PRJ20117004	Wilmington Maintenance Facility Stormwater Separat	Environmental	500,000	-	500,000	901,602,128
370	PRJ20117007	Oakland Stormwater Treatment System	Environmental	75,000	-	75,000	901,677,128
371	PRJ20117009	New Haven / Springfield Hazardous Materials Storag	Environmental	80,000	-	80,000	901,757,128
372	PRJ20097423	Engineering Modification Project	Mechanical	3,000,000	-	3,000,000	904,757,128
373	PRJ20113066	Call Center Facility Needs Assessment	Marketing and Product M	525,000	-	525,000	905,282,128
374	PRJ20117203	On Time Performance and Delay Reporting System	Transportation	265,000	-	265,000	905,547,128
375	PRJ20097017	BEECH GROVE FACILITY - WASTEWATER TREATMENT SYS RE	Environmental	3,000,000	-	3,000,000	908,547,128
376	PRJ20097018	New Orleans Environmental Upgrades	Environmental	950,000	-	950,000	909,497,128
377	PRJ20043092	Vending Machines Purchase	Procurement	1,000,000	-	1,000,000	910,497,128
378	PRJ20103101	Company Wide Application Integration	Information Technology	1,000,000	0	1,000,000	911,497,128
379	PRJ20117201	Station Emergency Improvements	Transportation	4,656,000	-	4,656,000	916,153,128
380	PRJ20103116	Employee Communications Portal	Information Technology	262,500	-	262,500	916,415,628
381	PRJ20093093	Material Management Facilities State of Good Repai	Procurement	2,391,856	-	2,391,856	918,807,484
382	PRJ20103041	Timetable Automation	Marketing and Product M	1,196,900	(0)	1,196,900	920,004,384
383	PRJ20107210	Orlando Station Improvements - Transportation	Transportation	669,000	-	669,000	920,673,384
384	PRJ20113047	Pricing & Revenue Management Enhancements	Marketing and Product M	1,150,000	0	1,150,000	921,823,384
385	PRJ20097409	Wheel Scan	Mechanical	2,000,000	-	2,000,000	923,823,385

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386	PRJ20117404	Brake Pad Scan System	Mechanical	1,500,000	-	1,500,000	925,323,385
387	PRJ20080114	Network Redesign and Expansion	Information Technology	1,000,000	0	1,000,000	926,323,385
388	PRJ20113044	WiFi - Systemwide	Marketing and Product M	7,150,752	-	7,150,752	933,474,137
389	PRJ20113212	Chicago Parking Garage Improvements	Real Estate	1,600,000	-	1,600,000	935,074,137
390	PRJ20113007	AP – Document Imaging Replacement Project	Chief Financial Officer	1,482,626	-	1,482,626	936,556,763
391	PRJ20117200	Rail Passenger Emergency Response Evacuation Simul	Transportation	800,000	-	800,000	937,356,763
392	PRJ20113043	Media Delivery on Trains	Marketing and Product M	2,578,126	0	2,578,126	939,934,889
393	PRJ20079607	Info Security Infra. Upgrades & Enhance.	Information Technology	150,000	-	150,000	940,084,889
394	PRJ20103108	IT Enterprise Test Tool Environment	Information Technology	600,000	-	600,000	940,684,889
395	PRJ20113060	Demand Forecasting & Optimization	Marketing and Product M	1,250,000	(0)	1,250,000	941,934,889
396	PRJ20103003	Replace Wilmington Maintenance Facility Heating Sy	Chief Financial Officer	300,000	-	300,000	942,234,889
397	PRJ20113042	Web Services for Mobile Offering	Marketing and Product M	325,000	0	325,000	942,559,889
398	PRJ20097009	Occupational Health (IH) Risk Assessment Database	Environmental	498,857	-	498,857	943,058,746
399	PRJ20117204	Berlin Station	Transportation	1,464,750	-	1,464,750	944,523,496
400	PRJ20103045	CRM Program Enhancements	Marketing and Product M	3,880,900	0	3,880,900	948,404,396
401	PRJ20113103	Enterprise Data Warehouse	Information Technology	2,000,000	(0)	2,000,000	950,404,396
402	PRJ20103107	Enterprise Project Accounting Management	Information Technology	300,000	-	300,000	950,704,396
403	PRJ20097206	WILMINGTON TRAINING CENTER EXPANSION	Transportation	350,000	-	350,000	951,054,396
404	PRJ20103110	Marketing & Product Mgtm Information & Reporting	Information Technology	500,000	(0)	500,000	951,554,396
405	PRJ20113245	Intelligence Support Phase II	Police & Security	704,326	-	704,326	952,258,722
406	PRJ20103063	Enterprise Content Management System	Marketing and Product M	662,200	0	662,200	952,920,922
407	PRJ20093115	Network Service Level Monitoring and Reporting	Information Technology	400,000	0	400,000	953,320,922
408	PRJ20113089	Vehicle Purchase (2)	Procurement	350,000	(0)	350,000	953,670,922
409	PRJ20103051	Real Time Mobile Data Entry Initiative	Marketing and Product M	591,730	0	591,730	954,262,652
410	PRJ20107208	New Office Building - Los angeles, CA	Transportation	4,000,000	-	4,000,000	958,262,652
411	PRJ20047437	Car Wreck Rehabilitation	Mechanical	2,000,000	-	2,000,000	960,262,652
412	PRJ20113041	CSPMI Enhancements	Marketing and Product M	1,560,000	-	1,560,000	961,822,652
413	PRJ20113050	Multi-Media Content Mgmt System	Marketing and Product M	1,008,700	0	1,008,700	962,831,352
414	PRJ20047421	Locomotive Wreck Rehabilitation	Mechanical	2,000,000	-	2,000,000	964,831,352
415	PRJ20103044	Customer Experience Management	Marketing and Product M	700,400	(0)	700,400	965,531,752
416	PRJ20113100	Enterprise Architecture Refresh	Information Technology	500,000	(0)	500,000	966,031,752
417	PRJ20103109	IT Executive Dashboard	Information Technology	565,000	0	565,000	966,596,752
418	PRJ20103113	Enterprise Portfolio & PM Discovery & Implementati	Information Technology	150,000	-	150,000	966,746,752
419	PRJ20113049	Service Fees - Phase 2	Marketing and Product M	200,000	(0)	200,000	966,946,752
420	PRJ20095154	INRL BRIDGE INTERLOCKING - INTERLOCKING RENEWAL	Engineering	6,000,000	0	6,000,000	972,946,752
421	PRJ20095156	BGUG DC135.56 "H" STREET - STEEL UPGRADES	Engineering	300,000	-	300,000	973,246,752
422	PRJ20095158	INT CHICAGO HARRISON ST - SWITCH MACHINE UPGRADE	Engineering	-	1,044,000	1,044,000	973,246,752
423	PRJ20105001	HAZH NEW YORK DIVISION - HOT BOX DETECTOR REPLACEMENT	Engineering	250,000	250,000	500,000	973,496,752
424	PRJ20105004	WALL ZOO INTERLOCKING - BALLAST RETAINER UPGRADES	Engineering	250,000	0	250,000	973,746,752
425	PRJ20105006	ABS PAOLI TO GLEN - SIGNAL SYSTEM UPGRADES	Engineering	1,000,000	(0)	1,000,000	974,746,752
426	PRJ20105009	BGMS NJ008.50 DOCK BRG-UPGR CTRL LINE/EMGY BCKUP ENG/AUX DRV	Engineering	500,000	500,000	1,000,000	975,246,752
427	PRJ20105012	BGUG CT042.65 BATCHELDER ROAD - BRIDGE UPGRADES	Engineering	100,000	-	100,000	975,346,752
428	PRJ20105014	BGUG CT118.92 JORDAN`S COVE BRIDGE - SLOPE STABILIZATION	Engineering	400,000	0	400,000	975,746,752
429	PRJ20105015	BGUG CT123.59 STATE PIER RD - STRUCTURAL STEEL UPGRADE	Engineering	164,000	-	164,000	975,910,752
430	PRJ20105017	BGUG DE032.72 WHITE CLAY CREEK-BALLAST DECK CONVERSION TK3	Engineering	1,000,000	(0)	1,000,000	976,910,752
431	PRJ20105018	BGUG DE040.71 PERSIMMON RUN - I BEAM REPLACEMENT TRACK 3	Engineering	700,000	-	700,000	977,610,752
432	PRJ20105019	BGUG MD056.92 PRINCIPIO CREEK - ARCH UPGRADES	Engineering	1,000,000	(0)	1,000,000	978,610,752
433	PRJ20105020	BGUG MD093.97 COLLINGTON AVE - BRIDGE DECK REPLACEMENT	Engineering	700,000	-	700,000	979,310,752
434	PRJ20105022	BGUG NJ019.72 HAZLEWOOD AVE - BRIDGE UPGRADES	Engineering	650,000	650,000	1,300,000	979,960,752
435	PRJ20105030	BGUG RI149.47 PAWCATUCK RIVER - STRUCTURAL STEEL UPGRADE	Engineering	250,000	0	250,000	980,210,752
436	PRJ20105031	BGUG RI150.59 PAWCATUCK RIVER - STRUCTURAL STEEL UPGRADE	Engineering	250,000	0	250,000	980,460,752
437	PRJ20105034	FEN HELLGATE LINE - INSTALL HIGH SECURITY FENCING	Engineering	200,000	(0)	200,000	980,660,752
438	PRJ20105036	HAZH MICHIGAN DISTRICT - HOT BOX DETECTOR INSTALLATION	Engineering	330,000	(0)	330,000	980,990,752
439	PRJ20105039	INT DAVISVILLE INTERLOCKING - UPGRADE TO MICROLOK 2	Engineering	525,000	-	525,000	981,515,752
440	PRJ20105040	INT GULIFORD INTERLOCKING - UPGRADE TO MICROLOK 2	Engineering	525,000	-	525,000	982,040,752

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441	PRJ20105041	INT HIGH STREET INTERLOCKING - UPGRADE TO MICROLOK 2	Engineering	255,000	-	255,000	982,295,752
442	PRJ20105042	INT KINGSTON INTERLOCKING - UPGRADE TO MICROLOK 2	Engineering	255,000	-	255,000	982,550,752
443	PRJ20105044	MOFW MIDWAY\GROTON - EMERGENCY STAND-BY PWR GENERATOR	Engineering	102,000	0	102,000	982,652,752
444	PRJ20105047	RAD EMPIRE LINE - RADIO SYSTEM IMPROVEMENTS	Engineering	565,000	0	565,000	983,217,752
445	PRJ20105048	RAIL BOSTON/PROVIDENCE SUBDIVISIONS - JOINT ELIMINATION	Engineering	600,000	-	600,000	983,817,752
446	PRJ20105049	SAFE NEW YORK EMPIRE LINE OVERBUILD - LIGHTING UPGRS	Engineering	340,000	(0)	340,000	984,157,752
447	PRJ20105050	STA 30TH STREET STATION - CHILLER REPLACEMENT	Engineering	1,300,000	-	1,300,000	985,457,752
448	PRJ20105051	STA 30TH STREET STATION - ROOFTOP COOLING TOWER REPLACEMENT	Engineering	600,000	-	600,000	986,057,752
449	PRJ20105052	STA ADAMS SUBDIVISION - NJT PLATFORM UPGRADES	Engineering	45,000	45,000	90,000	986,102,752
450	PRJ20105056	TIES BOSTON SUBDIVISION - TIE/TIMBER PROGRAM	Engineering	216,000	(0)	216,000	986,318,752
451	PRJ20105058	TKAP WASHINGTON TO BOSTON - RAIL LUBICATOR REPLACEMENT	Engineering	690,000	(0)	690,000	987,008,752
452	PRJ20105059	TKRH BROOK TO SAYBROOK - TRACK 4 UPGRADES	Engineering	-	2,000,000	2,000,000	987,008,752
453	PRJ20105061	TUN EMPIRE TUNNEL - LIGHTING UPGRADES	Engineering	132,000	0	132,000	987,140,752
454	PRJ20105062	TUN EMPIRE TUNNEL - SHAFT HOUSE ELECTRICAL UPGR	Engineering	100,000	-	100,000	987,240,752
455	PRJ20105063	TURN CRANSTON INTERLOCKING - TURNOUT RENEWAL	Engineering	2,100,000	0	2,100,000	989,340,752
456	PRJ20105070	BGUG PA067.54 PLUM STREET - REPLACE SUPERSTRUCTURE	Engineering	1,000,000	(0)	1,000,000	990,340,752
457	PRJ20105071	STA 30TH STREET STATION - STRUCTURAL UPGRADE	Engineering	400,000	-	400,000	990,740,752
458	PRJ20105072	STA NEWARK, NJ - EMERGENCY PLATFORM RENEWAL	Engineering	250,000	250,000	500,000	990,990,752
459	PRJ20105073	TKRH WASHINGTON TO BOSTON - INTERLOCKING UPGRADES	Engineering	4,200,000	(0)	4,200,000	995,190,752
460	PRJ20105077	EQIR ADVANCED TECHNOLOGY TRACK INSPECTION SYSTEM	Engineering	1,000,000	(0)	1,000,000	996,190,752
461	PRJ20105079	GEOM AMTRAK SYS-SURFACING FIXED REFERENCE POINT INST	Engineering	500,000	(0)	500,000	996,690,752
462	PRJ20105080	GEOM AMTRAK SYSTEM - MUD SPOT ELIMINATION	Engineering	200,000	(0)	200,000	996,890,752
463	PRJ20105081	GEOM AMTRAK SYSTEM - SURFACING PROGRAM DEVELOPMENT	Engineering	100,000	-	100,000	996,990,752
464	PRJ20105084	RAIL HELLGATE/EMPIRE - RAIL RENEWAL	Engineering	375,000	(0)	375,000	997,365,752
465	PRJ20105086	RAIL NEW YORK DIV WEST - INSULATED JOINT REPLACEMENT	Engineering	200,000	(0)	200,000	997,565,752
466	PRJ20105087	RAIL WASHINGTON TO NEW YORK - RAIL/PAD REPLACEMENT	Engineering	4,000,000	(0)	4,000,000	1,001,565,752
467	PRJ20105088	RBED AMTRAK SYSTEM - ROADBED STABILITY UPGRADES	Engineering	200,000	-	200,000	1,001,765,752
468	PRJ20105091	STIP NEW YORK EAST RIVER TUNNELS-RAIL/TIE REPL LINE 1/2	Engineering	1,750,000	1,750,000	3,500,000	1,003,515,752
469	PRJ20105092	STIP NEW YORK EAST RIVER TUNNELS-RAIL/TIE REPL LINE 3/4	Engineering	1,750,000	1,750,000	3,500,000	1,005,265,752
470	PRJ20105094	TIES NEW ENGLAND DIVISION - TIMBER PROGRAM	Engineering	500,000	(0)	500,000	1,005,765,752
471	PRJ20105095	TURN ADVANCED TECHNOLOGY TURNOUT DEVELOPMENT/DESIGN	Engineering	200,000	(0)	200,000	1,005,965,752
472	PRJ20105096	TURN BOSTON SUBDIVISION (MBTA) - INTERLOCKING STEEL RENEWAL	Engineering	-	600,000	600,000	1,005,965,752
473	PRJ20105099	TURN NEW ENGLAND DIV - TURNOUT REPLACEMENT	Engineering	300,000	-	300,000	1,006,265,752
474	PRJ20105103	TURN SOUTHAMPTON ST YARD BOSTON - TURNOUT REPLACEMENT	Engineering	600,000	-	600,000	1,006,865,752
475	PRJ20105104	TURN TOWER ONE - TURNOUT REPLACEMENT	Engineering	900,000	0	900,000	1,007,765,752
476	PRJ20105105	XINR NEW ENGLAND DIVISION - CROSSING UPGRADES	Engineering	650,000	0	650,000	1,008,415,752
477	PRJ20107216	INT SOUTH HAMPTON YARD - SLIP SWITCH REMOTE CONTROL	Engineering	291,710	291,710	583,419	1,008,707,462

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478	PRJ20115009	RAD OFF NORTHEAST CORRIDOR - RADIO BASE STATION REPLACEMENT	Engineering	100,000	-	100,000	1,008,807,462
479	PRJ20115010	XING CT140.55 PALMER'S STREET - CROSSING SIGNAL IMPROVEMENTS	Engineering	750,000	-	750,000	1,009,557,462
480	PRJ20115011	ABS MID-ATLANTIC SOUTH - INSTALL SOLID STATE TRACK RELAYS	Engineering	300,000	-	300,000	1,009,857,462
481	PRJ20115013	ABS NEW ENGLAND DIVISION - SIGNAL SYSTEM IMPROVEMENTS	Engineering	1,000,000	(0)	1,000,000	1,010,857,462
482	PRJ20115014	BGUG NY019.72 HAZLEWOOD AVE - FABRICATE DECK SLABS	Engineering	700,000	-	700,000	1,011,557,462
483	PRJ20115015	BGUG NY195.59 - BENCHWALL/LINER REPLACEMENT	Engineering	1,000,000	(0)	1,000,000	1,012,557,462
484	PRJ20115016	BGUG PA067.33 MARSHALL ST - STRINGERS/DECK REPLACEMENT	Engineering	750,000	-	750,000	1,013,307,462
485	PRJ20115017	WALL NJ019.0 TO NJ019.7 - RETAINING WALL IMPROVEMENTS	Engineering	2,000,000	0	2,000,000	1,015,307,462
486	PRJ20115018	BGUG MD094.10 CHASE ST - FABRICATE DECK SLABS TRACK 1 & A	Engineering	300,000	-	300,000	1,015,607,462
487	PRJ20115019	SAFE ELECTRIC TRACTION - PURCHASE VOLTAGE SENSING DEVICES	Engineering	500,000	(0)	500,000	1,016,107,462
488	PRJ20115020	SUB ELECTRIC TRACTION SUBSTATION-DEFIBRILLATOR INSTALLATION	Engineering	150,000	-	150,000	1,016,257,462
489	PRJ20115021	WALL PA003.1 - SLOPE/RETAINING WALL IMPROVEMENTS	Engineering	500,000	(0)	500,000	1,016,757,462
490	PRJ20115022	INRL WOOD INTERLOCKING - INTERLOCKING RENEWAL	Engineering	2,000,000	0	2,000,000	1,018,757,462
491	PRJ20115023	TKRH B&P TUNNEL NORTH PORTAL-TRACK 2/3 IMPROVEMENTS	Engineering	1,750,000	0	1,750,000	1,020,507,462
492	PRJ20115024	WALL HARTFORD TUNNEL - RETAINING WALL IMPROVEMENTS	Engineering	230,000	(0)	230,000	1,020,737,462
493	PRJ20115027	SWHT ISELIN/MENLO - SWITCH HEATER INSTALLATION	Engineering	37,500	37,500	75,000	1,020,774,962
494	PRJ20115028	CAT FAIR INTERLOCKING - DC SWITCH/BATTERY INSTALLATION	Engineering	37,500	37,500	75,000	1,020,812,462
495	PRJ20115029	SUB WAVERLY SUB 40 - BRKR/LIGHTING/FENCE/BAT CHGR	Engineering	200,000	200,000	400,000	1,021,012,462
496	PRJ20115030	SWHT SWIFT INTERLOCKING - SWITCH HEATER INSTALLATION	Engineering	37,500	37,500	75,000	1,021,049,962
497	PRJ20115031	SUB KEARNY SUB 41 - VACUUM BREAKER INSTALLATION	Engineering	37,500	37,500	75,000	1,021,087,462
498	PRJ20115032	SUB SUNNYSIDE YARD SUB 44 - SUBSTATION IMPROVEMENTS	Engineering	320,000	0	320,000	1,021,407,462
499	PRJ20115033	SUB PENN STATION SUB 43 31ST - SUBSTATION IMPROVEMENTS	Engineering	100,000	-	100,000	1,021,507,462
500	PRJ20115034	SUB PENN STATION SUB 43 7TH AVE - SUBSTATION IMPROVEMENTS	Engineering	100,000	-	100,000	1,021,607,462
501	PRJ20115035	CAT PENN STATION NEW YORK-WALKOVER 18 CONDUIT/CABLE REPL	Engineering	180,000	180,000	360,000	1,021,787,462
502	PRJ20115036	SUB MILLSTONE SUB 37 - SUBSTATION IMPROVEMENTS	Engineering	187,500	187,500	375,000	1,021,974,962
503	PRJ20115037	SUB MONMOUTH SUB 36 - SUBSTATION IMPROVEMENTS	Engineering	202,500	202,500	405,000	1,022,177,462
504	PRJ20115038	SUB PRINCETON SUB 35 - SUBSTATION IMPROVEMENTS	Engineering	170,000	170,000	340,000	1,022,347,462
505	PRJ20115039	SUB MORRISVILLE SUB 34 - SUBSTATION IMPROVEMENTS	Engineering	125,000	125,000	250,000	1,022,472,462
506	PRJ20115041	SUB CORNWELLS SUB 32 - SUBSTATION IMPROVEMENTS	Engineering	145,000	145,000	290,000	1,022,617,462
507	PRJ20115045	SUB DAVIS SUB 14 - SIGNAL POWER UPGRADES	Engineering	100,000	-	100,000	1,022,717,462
508	PRJ20115046	SUB BACON HILL SUB 15 - SIGNAL POWER UPGRADES	Engineering	150,000	-	150,000	1,022,867,462
509	PRJ20115047	SIGP FULTON TO BRIDGE - SIGNAL POWER UPGRADES	Engineering	150,000	-	150,000	1,023,017,462
510	PRJ20115048	SIGP PERRY TO GRACE - SIGNAL POWER UPGRADES	Engineering	150,000	-	150,000	1,023,167,462
511	PRJ20115053	SWHT SPRINGFIELD LINE - SWITCH HEATER IMPROVEMENTS	Engineering	300,000	-	300,000	1,023,467,462
512	PRJ20115054	CAT IRON INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	95,000	-	95,000	1,023,562,462
513	PRJ20115055	CAT BACON INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	95,000	-	95,000	1,023,657,462
514	PRJ20115056	CAT CHARLES TO PAUL - CATENARY HARDWARE RENEWAL	Engineering	209,000	0	209,000	1,023,866,462
515	PRJ20115058	CAT BOWIE INTERLOCKING - CATENARY HARDWARE RENEWAL	Engineering	395,000	0	395,000	1,024,261,462
516	PRJ20115059	CAT 1ST STREET TUNNEL WAS - CATENARY HARDWARE RENEWAL	Engineering	100,000	-	100,000	1,024,361,462
517	PRJ20115060	BGCS NEW YORK DIVISION-MOVABLE BRIDGE/RAIL POSITION SENSORS	Engineering	200,000	(0)	200,000	1,024,561,462
518	PRJ20115062	STA 30TH STREET STATION - ELEC SUB HVAC ELECTRICAL/CTRL UPGR	Engineering	250,000	0	250,000	1,024,811,462
519	PRJ20115063	STA 30TH STREET STATION - FIRE PUMP REPLACEMENT	Engineering	75,000	(0)	75,000	1,024,886,462
520	PRJ20115070	SAFE EAST RIVER TUNNELS LINE 1/2-INSTALL FIRE EXTINGUISHERS	Engineering	87,500	87,500	175,000	1,024,973,962
521	PRJ20115067	FREQ SUNNYSIDE YARD - SCADA SYSTEM UPGRADES	Engineering	50,000	-	50,000	1,025,023,962
522	PRJ20115071	SAFE EAST RIVER TUNNELS LINE 3/4-INSTALL FIRE EXTINGUISHERS	Engineering	-	175,000	175,000	1,025,023,962
		Total FY 2011 Capital Budget		**1,025,023,962**	**132,308,884**	**1,157,332,846**	

Capital Budget Program
Board Budget

Rank 11/10/2009	Project #	Project Title	Department	FY 2011 General Federal Capital	State, Local & Other	Total 2011	Cumulative GCAP
523	PRJ20115064	STA 30TH STREET STATION - ENERGY/H20 MANAGEMENT SYS	Engineering	300,000	-	300,000	1,025,323,962
524	PRJ20115065	CETC PHILADELPHIA - BACKUP BATTERY REPLACEMENT	Engineering	200,000	(0)	200,000	1,025,523,962
525	PRJ20115066	STA 30TH STREET STATION - HVAC REPLACEMENT PROGRAM	Engineering	800,000	0	800,000	1,026,323,962
526	PRJ20115068	BGSG MID-ATLANTIC SOUTH-SIGNAL BRIDGE FALL PROTECTION UPGRS	Engineering	935,280	(0)	935,280	1,027,259,242
527	PRJ20115069	ABS MID-ATLANTIC SOUTH - INSTALL LED SIGNALS	Engineering	550,000	0	550,000	1,027,809,242
528	PRJ20115025	SWHT SHORE LINE (NED) - SWITCH HEATER IMPROVEMENTS	Engineering	1,200,000	0	1,200,000	1,029,009,242
529	PRJ20115026	BGUG WASHINGTON TERMINAL - BRIDGE IMPROVEMENTS	Engineering	5,000,000	-	5,000,000	1,034,009,242
530	PRJ20115040	SUB EDGELY SUB 33 - SUBSTATION IMPROVEMENTS	Engineering	490,000	0	490,000	1,034,499,242
531	PRJ20115042	ROAD IVY CITY - INSTALL 2ND ACCESS ROAD	Engineering	750,000	-	750,000	1,035,249,242
532	PRJ20115043	MOFW MIDWAY, CT - MOFW PARKING/FACILITY IMPROVEMENTS	Engineering	750,000	-	750,000	1,035,999,242
533	PRJ20115044	TRN GUNPOW TO RIVER - 119 TRANSMISSION HARDWARE AND FASTENERS	Engineering	800,000	0	800,000	1,036,799,242
534	PRJ20115049	SIGP GUNPOW TO MAGNOLIA - SIGNAL POWER UPGRADES	Engineering	500,000	(0)	500,000	1,037,299,242
535	PRJ20115050	XING NEW ENGLAND DIV - CROSSING SIGNAL IMPROVEMENTS	Engineering	350,000	0	350,000	1,037,649,242
536	PRJ20115051	INT NEW ENGLAND DIV I/L - UPGRADE TO MICROLOK 2 VER 8.0	Engineering	300,000	-	300,000	1,037,949,242
537	PRJ20115052	INT NEW ENGLAND DIV I/L - UPGRADE TO MICROLOK 2	Engineering	500,000	(0)	500,000	1,038,449,242
538	PRJ20115057	TIES 30TH STREET STATION - BLOCK TIE REPLACEMENT	Engineering	1,000,000	(0)	1,000,000	1,039,449,242
539	PRJ20115061	STA 30TH STREET STATION - HVAC ELECTRICAL/CTRL UPGR	Engineering	750,000	-	750,000	1,040,199,242

Project Description		Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	FY11
30th Street Station UDAG - Grant -- 1B	Principal		130,000.00											130,000.00
30th Street Station UDAG - Grant -- 1B	Interest													0.00
30th Street Station UDAG - Grant -- 1B	Due Date		29-Nov-10											
18 GE Dash 8-32 Locomotives -- 6	Principal									3,036,860.60				3,036,860.60
18 GE Dash 8-32 Locomotives -- 6	Interest			175,108.35						290,198.03				465,306.38
18 GE Dash 8-32 Locomotives -- 6	Due Date			29-Dec-10						29-Jun-11				
Emeryville, CA Lease -- 7	Principal											57,915.57		57,915.57
Emeryville, CA Lease -- 7	Interest											32,084.43		32,084.43
Emeryville, CA Lease -- 7	Due Date											1-Aug-11		
6 GE Dash 8-40 Locomotives - Trust 93A-A -- 8A	Principal				1,717,452.28									1,717,452.28
6 GE Dash 8-40 Locomotives - Trust 93A-A -- 8A	Interest				261,149.45									261,149.45
6 GE Dash 8-40 Locomotives - Trust 93A-A -- 8A	Due Date				3-Jan-11									
5 GE Dash 8-40 Locomotives - Trust 93A-B -- 8B	Principal				1,037,084.76									1,037,084.76
5 GE Dash 8-40 Locomotives - Trust 93A-B -- 8B	Interest				257,135.74									257,135.74
5 GE Dash 8-40 Locomotives - Trust 93A-B -- 8B	Due Date				3-Jan-11									
18 GE Dash 8-40 Locomotives - Trust 93B-A -- 8C (PARTIALLY TERMINATED)	Principal				3,942,650.12									3,942,650.12
18 GE Dash 8-40 Locomotives - Trust 93B-A -- 8C (PARTIALLY TERMINATED)	Interest				426,187.46						124,378.33			550,565.79
18 GE Dash 8-40 Locomotives - Trust 93B-A -- 8C (PARTIALLY TERMINATED)	Due Date				3-Jan-11						1-Jul-11			
14 GE Dash 8-40 Locomotives - Trust 93B-B -- 8D (PARTIALLY TERMINATED)	Principal				1,268,294.66									1,268,294.66
14 GE Dash 8-40 Locomotives - Trust 93B-B -- 8D (PARTIALLY TERMINATED)	Interest				185,245.20						80,540.01			265,785.21
14 GE Dash 8-40 Locomotives - Trust 93B-B -- 8D (PARTIALLY TERMINATED)	Due Date				3-Jan-11						1-Jul-11			
2 Superliner II Passenger Cars - Trust 93C-A -- 9A (equity payoff on 1-1-10)	Principal				33,579.80									33,579.80
2 Superliner II Passenger Cars - Trust 93C-A -- 9A (equity payoff on 1-1-10)	Interest				78,601.71						76,965.21			155,566.92
2 Superliner II Passenger Cars - Trust 93C-A -- 9A (equity payoff on 1-1-10)	Due Date				3-Jan-11						1-Jul-11			
7 Superliner II Passenger Cars - Trust 93C-B -- 9B (equity payoff on 1-1-10)	Principal										612,505.31			612,505
7 Superliner II Passenger Cars - Trust 93C-B -- 9B (equity payoff on 1-1-10)	Interest				227,198.74						227,198.74			454,397
7 Superliner II Passenger Cars - Trust 93C-B -- 9B (equity payoff on 1-1-10)	Due Date				3-Jan-11						1-Jul-11			
14 Superliner II Passenger Cars - Trust 93C-C -- 9C (equity payoff on 1-1-11)	Principal													0.00
14 Superliner II Passenger Cars - Trust 93C-C -- 9C (equity payoff on 1-1-11)	Interest										545,060.57			545,060.57
14 Superliner II Passenger Cars - Trust 93C-C -- 9C (equity payoff on 1-1-11)	Due Date										1-Jul-11			
7 Superliners - Trust 94A -- 11A	Principal				1,436,473.38									1,436,473.38
7 Superliners - Trust 94A -- 11A	Interest				402,157.78						90,060.42			492,218.20
7 Superliners - Trust 94A -- 11A	Due Date				3-Jan-11						1-Jul-11			
6 Superliners - Trust 94B-A -- 11B (equity payoff on 1-1-12)	Principal				1,010,876.71									1,010,876.71
6 Superliners - Trust 94B-A -- 11B (equity payoff on 1-1-12)	Interest				391,448.47						233,009.80			624,458.27
6 Superliners - Trust 94B-A -- 11B (equity payoff on 1-1-12)	Due Date				3-Jan-11						1-Jul-11			
8 Superliners - Trust 94B-B -- 11C (equity payoff on 1-1-13)	Principal				1,213,391.59									1,213,391.59
8 Superliners - Trust 94B-B -- 11C (equity payoff on 1-1-13)	Interest				415,769.61						310,108.02			725,877.63
8 Superliners - Trust 94B-B -- 11C (equity payoff on 1-1-13)	Due Date				3-Jan-11						1-Jul-11			
8 Superliners - Trust 94B-C -- 11D (equity payoff on 1-1-12)	Principal				1,337,059.83									1,337,059.83
8 Superliners - Trust 94B-C -- 11D (equity payoff on 1-1-12)	Interest				675,970.77						309,205.67			985,176.44
8 Superliners - Trust 94B-C -- 11D (equity payoff on 1-1-12)	Due Date				3-Jan-11						1-Jul-11			
5 Superliners - Trust 94C-A -- 11E	Principal									784,773.35				784,773.35
5 Superliners - Trust 94C-A -- 11E	Interest			242,151.69						365,401.05				607,552.74
5 Superliners - Trust 94C-A -- 11E	Due Date			29-Dec-10						29-Jun-11				
3 Superliners - Trust 94C-B -- 11F	Principal						428,488.42							428,488.42
3 Superliners - Trust 94C-B -- 11F	Interest						232,871.21						159,097.54	391,968.75
3 Superliners - Trust 94C-B -- 11F	Due Date						28-Mar-11						28-Sep-11	
3 Superliners - Trust 94C-C -- 11G	Principal									454,957.70				454,957.70
3 Superliners - Trust 94C-C -- 11G	Interest			172,182.83						260,657.66				432,840.49
3 Superliners - Trust 94C-C -- 11G	Due Date			29-Dec-10						22-Jun-11				
5 Superliners - Trust 94D-A -- 11H (equity payoff on 6-29-14)	Principal									765,770.15				765,770.15
5 Superliners - Trust 94D-A -- 11H (equity payoff on 6-29-14)	Interest			248,210.33						365,137.45				613,347.78
5 Superliners - Trust 94D-A -- 11H (equity payoff on 6-29-14)	Due Date			29-Dec-10						29-Jun-11				
3 Superliners - Trust 94D-B -- 11I (equity payoff on 9-28-14)	Principal						325,269.66							325,269.66
3 Superliners - Trust 94D-B -- 11I (equity payoff on 9-28-14)	Interest						149,580.32						80,878.47	230,458.79
3 Superliners - Trust 94D-B -- 11I (equity payoff on 9-28-14)	Due Date						28-Mar-11						28-Sep-11	
3 Superliners - Trust 94D-C -- 11J	Principal									439,130.58				439,130.58
3 Superliners - Trust 94D-C -- 11J	Interest			127,831.98						283,318.22				411,150.20
3 Superliners - Trust 94D-C -- 11J	Due Date			22-Dec-10						22-Jun-11				
2 Superliners - Trust 94D-D -- 11K	Principal									298,611.87				298,611.87
2 Superliners - Trust 94D-D -- 11K	Interest			62,491.49						218,953.08				281,444.57
2 Superliners - Trust 94D-D -- 11K	Due Date			22-Dec-10						22-Jun-11				
7 Superliners - Trust 94E -- 11L (equity payoff on 1-1-14)	Principal				1,060,542.52									1,060,542.52
7 Superliners - Trust 94E -- 11L (equity payoff on 1-1-14)	Interest				555,798.39						298,985.86			854,784.25
7 Superliners - Trust 94E -- 11L (equity payoff on 1-1-14)	Due Date				3-Jan-11						1-Jul-11			
10 GE AMD 110 AC Dual Mode Locomotives - Trust 95D -- 12 (equity payoff on 7-1-10)	Principal				819,998.69									819,998.69
10 GE AMD 110 AC Dual Mode Locomotives - Trust 95D -- 12 (equity payoff on 7-1-10)	Interest				97,047.45						68,322.90			165,370.35
10 GE AMD 110 AC Dual Mode Locomotives - Trust 95D -- 12 (equity payoff on 7-1-10)	Due Date				3-Jan-11						1-Jul-11			
14 GE P-42 DC Locomotives - Trust 96A-A -- 14A (equity payoff on 9-30-11)	Principal						2,490,978.85						0.00	2,490,978.85
14 GE P-42 DC Locomotives - Trust 96A-A -- 14A (equity payoff on 9-30-11)	Interest						437,133.77						0.00	437,133.77
14 GE P-42 DC Locomotives - Trust 96A-A -- 14A (equity payoff on 9-30-11)	Due Date						30-Mar-11						30-Sep-11	
13 GE P-42 DC Locomotives - Trust 96A-B -- 14B (equity payoff on 7-1-12)	Principal				3,635,291.94						900,099.67			4,535,391.61
13 GE P-42 DC Locomotives - Trust 96A-B -- 14B (equity payoff on 7-1-12)	Interest				519,580.41						418,146.97			937,727.38
13 GE P-42 DC Locomotives - Trust 96A-B -- 14B (equity payoff on 7-1-12)	Due Date				3-Jan-11						1-Jul-11			
7 GE P-42 DC Locomotives - Trust 96A-C -- 14C (equity payoff on 10-1-12)	Principal	82,196.12						1,324,769.79						1,406,965.91
7 GE P-42 DC Locomotives - Trust 96A-C -- 14C (equity payoff on 10-1-12)	Interest	249,561.18						247,261.89						496,823.07
7 GE P-42 DC Locomotives - Trust 96A-C -- 14C (equity payoff on 10-1-12)	Due Date	1-Oct-10						1-Apr-11						
19 GE P-42 DC Locomotives - Trust 96A-D -- 14D (equity payoff on 7-1-13)	Principal				3,253,803.16						28,538.03			3,282,341.19

Project Description		Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	FY11
19 GE P-42 DC Locomotives - Trust 96A-D -- 14D (equity payoff on 7-1-13)	Interest				683,898.03						594,076.06			1,277,974.09
19 GE P-42 DC Locomotives - Trust 96A-D -- 14D (equity payoff on 7-1-13)	Due Date				3-Jan-11						1-Jul-11			
20 GE P-42 DC Locomotives - Trust 96B -- 14E (equity payoff on 7-1-12)	Principal				3,283,379.11									3,283,379.11
20 GE P-42 DC Locomotives - Trust 96B -- 14E (equity payoff on 7-1-12)	Interest				822,478.12						636,799.43			1,459,277.55
20 GE P-42 DC Locomotives - Trust 96B -- 14E (equity payoff on 7-1-12)	Due Date				3-Jan-11						1-Jul-11			
25 GE P-42 DC Locomotives - Trust 97A -- 14F (equity payoff on 10-1-12)	Principal	30,785.64						4,403,875.75						4,434,661.39
25 GE P-42 DC Locomotives - Trust 97A -- 14F (equity payoff on 10-1-12)	Interest	909,292.00						908,415.06						1,817,707.06
25 GE P-42 DC Locomotives - Trust 97A -- 14F (equity payoff on 10-1-12)	Due Date	1-Oct-10						1-Apr-11						
5 GE AMD-103 Locomotives - Trust 97B-A -- 15A (equity payoff on 6-27-09)	Principal			1,874,088.17						194,057.66				2,068,145.83
5 GE AMD-103 Locomotives - Trust 97B-A -- 15A (equity payoff on 6-27-09)	Interest			121,014.09						45,628.89				166,642.98
5 GE AMD-103 Locomotives - Trust 97B-A -- 15A (equity payoff on 6-27-09)	Due Date			27-Dec-10						27-Jun-11				
17 GE AMD-103 Locomotives - Trust 97B-B -- 15B (equity payoff on 10-17-09)	Principal	2,373,875.02						2,169,964.88						4,543,839.90
17 GE AMD-103 Locomotives - Trust 97B-B -- 15B (equity payoff on 10-17-09)	Interest	379,935.27						287,875.21						667,810.48
17 GE AMD-103 Locomotives - Trust 97B-B -- 15B (equity payoff on 10-17-09)	Due Date	18-Oct-10						18-Apr-11						
50 remanufactured Greenbrier MHCs - Trust 97C-B -- 16A	Principal			172,027.31						176,842.83				348,870.14
50 remanufactured Greenbrier MHCs - Trust 97C-B -- 16A	Interest			20,086.08						15,270.56				35,356.64
50 remanufactured Greenbrier MHCs - Trust 97C-B -- 16A	Due Date			30-Dec-10						30-Jun-11				
200 New Trentonworks Railcars - Trust 97C-A -- 16B (PARTIALLY TERMINATED)	Principal			263,426.51						271,901.02				535,327.53
200 New Trentonworks Railcars - Trust 97C-A -- 16B (PARTIALLY TERMINATED)	Interest			109,758.76						101,284.25				211,043.01
200 New Trentonworks Railcars - Trust 97C-A -- 16B (PARTIALLY TERMINATED)	Due Date			30-Dec-11						30-Jun-11				
8 GE AMD 110AC Dual Mode Locomotives - Trust 98A -- 17 (equity payoff on 7-15-10)	Principal				1,994,222.33									1,994,222.33
8 GE AMD 110AC Dual Mode Locomotives - Trust 98A -- 17 (equity payoff on 7-15-10)	Interest				287,165.06						213,677.97			500,843.03
8 GE AMD 110AC Dual Mode Locomotives - Trust 98A -- 17 (equity payoff on 7-15-10)	Due Date				17-Jan-11						15-Jul-11			
CNOC Riverfront Development Lease -- 18	Principal	35,287.38	35,493.23	35,700.27	35,908.52	36,117.99	36,328.68	36,540.59	36,753.75	36,968.14	37,183.79	37,400.70	37,618.87	437,301.91
CNOC Riverfront Development Lease -- 18	Interest	22,566.37	22,360.52	22,153.48	21,945.23	21,735.76	21,525.07	21,313.16	21,100.00	20,885.61	20,669.96	20,453.05	20,234.88	256,943.09
CNOC Riverfront Development Lease -- 18	Due Date													
50 Viewliner Passenger Cars - Trust 97D -- 20 (equity payoff on 7-2-12)	Principal				6,245,799.43									6,245,799.43
50 Viewliner Passenger Cars - Trust 97D -- 20 (equity payoff on 7-2-12)	Interest				1,528,539.91						1,193,694.05			2,722,233.96
50 Viewliner Passenger Cars - Trust 97D -- 20 (equity payoff on 7-2-12)	Due Date				3-Jan-11						5-Jul-11			
2 EMD F59PHI Diesel Locomotives - Trust 98B-A -- 21A	Principal					145,990.38						118,985.43		264,975.81
2 EMD F59PHI Diesel Locomotives - Trust 98B-A -- 21A	Interest					65,744.27						61,689.23		127,433.50
2 EMD F59PHI Diesel Locomotives - Trust 98B-A -- 21A	Due Date					11-Feb-11						11-Aug-11		
19 EMD F59PHI Diesel Locomotives - Trust 98B-B -- 21B	Principal		1,373,316.58											1,373,316.58
19 EMD F59PHI Diesel Locomotives - Trust 98B-B -- 21B	Interest		718,894.14						500,479.89					1,219,374.03
19 EMD F59PHI Diesel Locomotives - Trust 98B-B -- 21B	Due Date		17-Nov-10						17-May-11					
112 Superliners II Passenger Cars - Trust 98C -- 22 (EBO on 3-29-13)	Principal						13,705,227.03						128,677.37	13,833,904.40
112 Superliners II Passenger Cars - Trust 98C -- 22 (EBO on 3-29-13)	Interest						3,459,584.77						2,647,200.46	6,106,785.23
112 Superliners II Passenger Cars - Trust 98C -- 22 (EBO on 3-29-13)	Due Date						29-Mar-11						29-Sep-11	
4 Rebuilt AEM-7 Locomotives - Trust 99A (1st closing) -- 26A	Principal	1,313,560.31												1,313,560.31
4 Rebuilt AEM-7 Locomotives - Trust 99A (1st closing) -- 26A	Interest	262,647.84						221,860.49						484,508.33
4 Rebuilt AEM-7 Locomotives - Trust 99A (1st closing) -- 26A	Due Date	29-Oct-10						29-Apr-11						
6 Rebuilt AEM-7 Locomotives - Trust 99A (2nd closing) -- 26B	Principal	156,616.90						1,749,234.59						1,905,851.49
6 Rebuilt AEM-7 Locomotives - Trust 99A (2nd closing) -- 26B	Interest	304,371.16						300,548.04						604,919.20
6 Rebuilt AEM-7 Locomotives - Trust 99A (2nd closing) -- 26B	Due Date	29-Oct-10						29-Apr-11						
6 Rebuilt AEM-7 Locomotives - Trust 99A (3rd closing) -- 26C	Principal	27,700.85						1,874,054.74						1,901,755.59
6 Rebuilt AEM-7 Locomotives - Trust 99A (3rd closing) -- 26C	Interest	264,706.65						264,098.35						528,805.00
6 Rebuilt AEM-7 Locomotives - Trust 99A (3rd closing) -- 26C	Due Date	29-Oct-10						29-Apr-11						
5 Rebuilt AEM-7 Locomotives - Trust 99A (4th closing) -- 26D	Principal	3,200.43						1,554,955.35						1,558,155.78
5 Rebuilt AEM-7 Locomotives - Trust 99A (4th closing) -- 26D	Interest	244,065.22						243,990.80						488,056.02
5 Rebuilt AEM-7 Locomotives - Trust 99A (4th closing) -- 26D	Due Date	29-Oct-10						29-Apr-11						
4 Surfliner Trainsets - Trust 2000 SD-A (1st closing) -- 27A (equity payoff on 3-28-14)	Principal						3,202,414.73							3,202,414.73
4 Surfliner Trainsets - Trust 2000 SD-A (1st closing) -- 27A (equity payoff on 3-28-14)	Interest						1,127,091.31						696,104.45	1,823,195.76
4 Surfliner Trainsets - Trust 2000 SD-A (1st closing) -- 27A (equity payoff on 3-28-14)	Due Date						28-Mar-11						28-Sep-11	
2 Surfliner Trainsets - Trust 2000 SD-A (2nd closing) -- 27B (equity payoff on 6-19-13)	Principal									1,607,195.55				1,607,195.55
2 Surfliner Trainsets - Trust 2000 SD-A (2nd closing) -- 27B (equity payoff on 6-19-13)	Interest			391,972.12						607,963.91				999,936.03
2 Surfliner Trainsets - Trust 2000 SD-A (2nd closing) -- 27B (equity payoff on 6-19-13)	Due Date			20-Dec-10						20-Jun-11				
2 Surfliner Trainsets - Trust 2000 SD-A (3rd closing) -- 27C (equity payoff on 3-26-14)	Principal						1,615,798.49							1,615,798.49
2 Surfliner Trainsets - Trust 2000 SD-A (3rd closing) -- 27C (equity payoff on 3-26-14)	Interest						508,809.16						347,596.69	856,405.85
2 Surfliner Trainsets - Trust 2000 SD-A (3rd closing) -- 27C (equity payoff on 3-26-14)	Due Date						28-Mar-11						26-Sep-11	
3 HHP Locomotives -- EDC-1 (1st closing) -- 28A	Principal				4,094,870.69									4,094,870.69
3 HHP Locomotives -- EDC-1 (1st closing) -- 28A	Interest				479,188.29						343,274.97			822,463.26
3 HHP Locomotives -- EDC-1 (1st closing) -- 28A	Due Date				3-Jan-11						5-Jul-11			
1 HS Trainset -- EDC-1 (2nd closing) -- 28B	Principal										944,276.87			944,276.87
1 HS Trainset -- EDC-1 (2nd closing) -- 28B	Interest				632,854.93						636,038.21			1,268,893.14
1 HS Trainset -- EDC-1 (2nd closing) -- 28B	Due Date				3-Jan-11						5-Jul-11			
3 HHP Locomotives & 1 HS Trainset -- EDC-1 (3rd closing) -- 28C	Principal				142,383.85						1,325,009.67			1,467,393.52
3 HHP Locomotives & 1 HS Trainset -- EDC-1 (3rd closing) -- 28C	Interest				1,106,565.92						1,103,118.65			2,209,684.57
3 HHP Locomotives & 1 HS Trainset -- EDC-1 (3rd closing) -- 28C	Due Date				3-Jan-11						5-Jul-11			
3 HS Trainset -- EDC-1 (4th closing) -- 28D	Principal						37,109.41						16,279,022.71	16,316,132.12
3 HS Trainset -- EDC-1 (4th closing) -- 28D	Interest						1,913,341.35						1,912,481.86	3,825,823.21
3 HS Trainset -- EDC-1 (4th closing) -- 28D	Due Date						28-Mar-11						28-Sep-11	
2 HHP Locomotives -- EDC-1 (5th closing) -- 28E	Principal										429,753.01			429,753.01
2 HHP Locomotives -- EDC-1 (5th closing) -- 28E	Interest				270,892.76						280,737.35			551,630.11
2 HHP Locomotives -- EDC-1 (5th closing) -- 28E	Due Date				3-Jan-11						5-Jul-11			
1HS Trainset -- EDC-1 (6th closing) -- 28F	Principal			793,543.82						80,961.54				874,505.36
1HS Trainset -- EDC-1 (6th closing) -- 28F	Interest			734,664.41						715,042.55				1,449,706.96
1HS Trainset -- EDC-1 (6th closing) -- 28F	Due Date			29-Dec-10						29-Jun-11				
1 HHP Locomotive -- EDC-2 (1st closing) -- 29A	Principal				36,930.11						176,828.64			213,758.75
1 HHP Locomotive -- EDC-2 (1st closing) -- 29A	Interest				136,800.97						135,943.59			272,744.56

Project Description		Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	FY11
1 HHP Locomotive -- EDC-2 (1st closing) -- 29A	Due Date				3-Jan-11						5-Jul-11			
1 HS Trainset -- EDC-2 (2nd closing) -- 29B	Principal				97,962.32						846,776.48			944,738.80
1 HS Trainset -- EDC-2 (2nd closing) -- 29B	Interest				612,438.54						610,193.14			1,222,631.68
1 HS Trainset -- EDC-2 (2nd closing) -- 29B	Due Date				3-Jan-11						5-Jul-11			
1 HS Trainset -- EDC-2 (3rd closing) -- 29C	Principal				189,942.83						762,975.31			952,918.14
1 HS Trainset -- EDC-2 (3rd closing) -- 29C	Interest				568,008.59						563,965.89			1,131,974.48
1 HS Trainset -- EDC-2 (3rd closing) -- 29C	Due Date				3-Jan-11						5-Jul-11			
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (1st closing) -- 30A	Principal					1,979,975.07						94,362.70		2,074,337.77
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (1st closing) -- 30A	Interest					628,495.47						582,834.51		1,211,329.98
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (1st closing) -- 30A	Due Date					14-Feb-11						15-Aug-11		
1 HHP Locomotive -- EDC-3 (2nd closing) -- 30B	Principal						227,650.33						500.14	228,150.47
1 HHP Locomotive -- EDC-3 (2nd closing) -- 30B	Interest						109,880.61						105,019.29	214,899.90
1 HHP Locomotive -- EDC-3 (2nd closing) -- 30B	Due Date						7-Mar-11						7-Sep-11	
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (3rd closing) -- 30C	Principal		1,488,021.51						586.05					1,488,607.56
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (3rd closing) -- 30C	Interest		613,230.35						578,476.18					1,191,706.53
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (3rd closing) -- 30C	Due Date		29-Nov-10						30-May-11					
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (4th closing) -- 30D	Principal			1,506,104.93										1,506,104.93
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (4th closing) -- 30D	Interest			575,873.45						538,155.98				1,114,029.43
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (4th closing) -- 30D	Due Date			21-Dec-10						21-Jun-11				
1 HS Trainset -- EDC-3 (5th closing) -- 30E	Principal					896,982.20						19,154.00		916,136.20
1 HS Trainset -- EDC-3 (5th closing) -- 30E	Interest					471,310.95						452,187.86		923,498.81
1 HS Trainset -- EDC-3 (5th closing) -- 30E	Due Date					22-Feb-11						22-Aug-11		
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (6th closing) -- 30F	Principal		3,266,149.06											3,266,149.06
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (6th closing) -- 30F	Interest		575,882.32						478,787.93					1,054,670.25
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (6th closing) -- 30F	Due Date		29-Nov-10						30-May-11					
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (7th closing) -- 30G	Principal			1,489,551.59										1,489,551.59
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (7th closing) -- 30G	Interest			532,585.51						496,553.17				1,029,138.68
1 HHP Locomotive & 1 HS Trainset -- EDC-3 (7th closing) -- 30G	Due Date			20-Dec-10						20-Jun-09				
1 HS Trainset -- EDC-3 (8th closing) -- 30H	Principal			1,133,179.81										1,133,179.81
1 HS Trainset -- EDC-3 (8th closing) -- 30H	Interest			617,999.28						402,576.32				1,020,575.60
1 HS Trainset -- EDC-3 (8th closing) -- 30H	Due Date			20-Dec-10						20-Jun-09				
1HS Trainset -- EDC-3 (9th closing) -- 30I	Principal													0.00
1HS Trainset -- EDC-3 (9th closing) -- 30I	Interest						444,600						444,600	889,199.88
1HS Trainset -- EDC-3 (9th closing) -- 30I	Due Date						24-Mar-11						26-Sep-11	
2 HS Trainsets -- MBK-1 (1st closing) -- 31A	Principal	1,782,589.86						4,385,783.46						6,168,373.32
2 HS Trainsets -- MBK-1 (1st closing) -- 31A	Interest	830,597.40						805,553.97						1,636,151.37
2 HS Trainsets -- MBK-1 (1st closing) -- 31A	Due Date	29-Oct-10						29-Apr-11						
1 HS Trainset -- MBK-1 (2nd closing) -- 31B	Principal	852,969.24						154,916.38						1,007,885.62
1 HS Trainset -- MBK-1 (2nd closing) -- 31B	Interest	451,863.88						439,093.85						890,957.73
1 HS Trainset -- MBK-1 (2nd closing) -- 31B	Due Date	29-Oct-10						29-Apr-11						
12 GE P-42 Locomotives -Trust 2000 L-A (1st closing) -- 33A (equity payoff on 1-2-14)	Principal										3,176,867.71			3,176,867.71
12 GE P-42 Locomotives -Trust 2000 L-A (1st closing) -- 33A (equity payoff on 1-2-14)	Interest				579,542.94						617,021.54			1,196,564.48
12 GE P-42 Locomotives -Trust 2000 L-A (1st closing) -- 33A (equity payoff on 1-2-14)	Due Date				3-Jan-11						5-Jul-11			
18 GE P-42 Locomotives -Trust 2000 L-A (2nd closing) -- 33B (equity payoff on 1-2-14)	Principal				177,863.94						8,228,698.37			8,406,562.31
18 GE P-42 Locomotives -Trust 2000 L-A (2nd closing) -- 33B (equity payoff on 1-2-14)	Interest				791,261.07						787,014.81			1,578,275.88
18 GE P-42 Locomotives -Trust 2000 L-A (2nd closing) -- 33B (equity payoff on 1-2-14)	Due Date				3-Jan-11						5-Jul-11			
31 GE P-42 Locomotives -Trust 2000 L-A (3rd closing) -- 33C (equity payoff on 7-2-14)	Principal										2,771,231.98			2,771,231.98
31 GE P-42 Locomotives -Trust 2000 L-A (3rd closing) -- 33C (equity payoff on 7-2-14)	Interest				1,547,884.25						1,608,075.22			3,155,959.47
31 GE P-42 Locomotives -Trust 2000 L-A (3rd closing) -- 33C (equity payoff on 7-2-14)	Due Date				3-Jan-11						5-Jul-11			
8 GE P-42 Locomotives -Trust 2001 L-B (1st closing) -- 33D (equity payoff on 1-2-14)	Principal										721,869.16			721,869.16
8 GE P-42 Locomotives -Trust 2001 L-B (1st closing) -- 33D (equity payoff on 1-2-14)	Interest				363,124.32						372,097.48			735,221.80
8 GE P-42 Locomotives -Trust 2001 L-B (1st closing) -- 33D (equity payoff on 1-2-14)	Due Date				3-Jan-11						5-Jul-11			
16 GE P-42 Locomotives -Trust 2001 L-B (2nd closing) -- 33E (equity payoff on 1-2-14)	Principal										1,446,681.71			1,446,681.71
16 GE P-42 Locomotives -Trust 2001 L-B (2nd closing) -- 33E (equity payoff on 1-2-14)	Interest				724,715.67						725,731.02			1,450,446.69
16 GE P-42 Locomotives -Trust 2001 L-B (2nd closing) -- 33E (equity payoff on 1-2-14)	Due Date				3-Jan-11						5-Jul-11			
Richmond Static Frequency Converter (Series A) -- 34A	Principal	1,070,299.34												1,070,299.34
Richmond Static Frequency Converter (Series A) -- 34A	Interest	3,331,235.07						3,273,684.41						6,604,919.48
Richmond Static Frequency Converter (Series A) -- 34A	Due Date	26-Oct-10						26-Apr-11						
Richmond Static Frequency Converter (Series B) -- 34B	Principal													0.00
Richmond Static Frequency Converter (Series B) -- 34B	Interest	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	146,250.00	1,755,000.00
Richmond Static Frequency Converter (Series B) -- 34B	Due Date	1-Oct-10	1-Nov-10	1-Dec-10	4-Jan-11	1-Feb-11	1-Mar-11	1-Apr-11	2-May-11	1-Jun-11	1-Jul-11	1-Aug-11	1-Sep-11	
6 Express Track Reefer Cars -- 35A	Principal	23,840.53			24,200.29			24,565.48			24,936.18			97,542.48
6 Express Track Reefer Cars -- 35A	Interest	1,471.97			1,112.21			747.02			376.32			3,707.52
6 Express Track Reefer Cars -- 35A	Due Date	1-Oct-10			3-Jan-11			1-Apr-11			1-Jul-11			
27 Express Track Reefer Cars -- 35C	Principal	104,630.69			106,149.50			107,794.31			109,290.05			427,864.55
27 Express Track Reefer Cars -- 35C	Interest	7,841.64			6,322.83			4,678.02			3,182.28			22,024.77
27 Express Track Reefer Cars -- 35C	Due Date	1-Oct-10			3-Jan-11			1-Apr-11			1-Jul-11			
22 Express Track Reefer Cars -- 35I	Principal	83,940.35			85,135.14			86,346.94			87,575.98			342,998.41
22 Express Track Reefer Cars -- 35I	Interest	7,428.73			6,233.94			5,022.14			3,793.10			22,477.91
22 Express Track Reefer Cars -- 35I	Due Date	1-Oct-10			3-Jan-11			1-Apr-11			1-Jul-11			
Penn Station Project -- 36	Principal			8,525,000.00						8,915,000.00				17,440,000.00
Penn Station Project -- 36	Interest			9,358,687.50						8,953,750.00				18,312,437.50
Penn Station Project -- 36	Due Date			14-Dec-10						14-Jun-11				
High Speed Rail Program Maintenance Facilities -- 39A-B	Principal	2,257,117.22						2,302,352.64						4,559,469.86
High Speed Rail Program Maintenance Facilities -- 39A-B	Interest	3,429,649.95						3,381,547.21						6,811,197.16
High Speed Rail Program Maintenance Facilities -- 39A-B	Due Date	29-Oct-10						29-Apr-11						
100 Trinity Boxcars -- 40 (PARTIALLY TERMINATED)	Principal	89,198.62			90,851.84			92,535.69			94,250.76			366,836.92
100 Trinity Boxcars -- 40 (PARTIALLY TERMINATED)	Interest	118,404.94			116,751.72			115,067.87			113,352.80			463,577.33
100 Trinity Boxcars -- 40 (PARTIALLY TERMINATED)	Due Date	1-Oct-10			3-Jan-11			1-Apr-11			1-Jul-11			

Project Description		Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	FY11
Redevelopment Authority of Harrisburg -- 44	Principal	10,807.20	10,888.12	10,969.69	11,191.15	11,274.94	11,359.36	11,444.40	11,530.09	11,616.41	11,703.38	11,791.01	11,879.28	136,455.03
Redevelopment Authority of Harrisburg -- 44	Interest	3,131.05	3,050.13	2,968.61	2,886.49	2,802.70	2,718.28	2,633.24	2,547.55	2,461.23	2,374.26	2,286.63	2,198.36	32,058.53
Redevelopment Authority of Harrisburg -- 44	Due Date													
New Haven Parking Authority -- 45	Principal	11,931.99	12,021.47	12,111.63	12,202.47	12,293.98	12,386.18	12,479.08	12,572.66	12,666.95	13,135.12	13,233.62	13,332.87	150,368.02
New Haven Parking Authority -- 45	Interest	6,726.03	6,636.55	6,546.39	6,455.55	6,364.04	6,271.84	6,178.94	6,085.36	5,991.06	5,896.06	5,797.56	5,698.31	74,647.69
New Haven Parking Authority -- 45	Due Date													
Washington Metropolitan Area Transit Authority -- 46	Principal	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	1,811.26	21,735.10
Washington Metropolitan Area Transit Authority -- 46	Interest	531.16	531.16	531.16	531.16	531.16	531.16	531.16	531.16	531.16	531.16	531.16	531.16	6,373.90
Washington Metropolitan Area Transit Authority -- 46	Due Date													
CDTA (Omni Management) -- 47	Principal													0.00
CDTA (Omni Management) -- 47	Interest	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,882.30	4,979.95	58,685.25
CDTA (Omni Management) -- 47	Due Date													
PEDFA Garage Bonds (5 tranches)	Principal									920,000.00				920,000.00
PEDFA Garage Bonds (5 tranches)	Interest									2,637,313.75				2,637,313.75
Total Principal Payments	-	10,312,358.94	6,317,701.23	15,817,514.99	38,397,304.22	3,084,445.82	22,094,822.40	20,293,425.34	63,253.81	18,009,125.61	22,751,998.44	354,654.29	16,472,842.50	173,969,447.57
Total Interest Payments		10,977,159.81	2,091,717.47	13,673,949.81	15,942,021.98	1,348,116.65	8,565,071.09	10,681,233.13	1,739,140.37	16,478,206.23	13,504,750.11	1,308,996.73	6,572,871.36	102,883,234.73
Grand Total		21,289,518.75	8,409,418.70	29,491,464.79	54,339,326.20	4,432,562.47	30,659,893.49	30,974,658.46	1,802,394.18	34,487,331.84	36,256,748.56	1,663,651.02	23,045,713.86	276,852,682.31

National Railroad Passenger Corporation (Amtrak)
FY2008-FY2011 Summary Metrics

	FY08 Actual	FY09 Actual	FY10 Budget as Appropriated	FY11 Grant Request/Budget
TRAIN				
Ridership (000's)	28,716	27,167	27,501	28,495
Passenger Miles (000's)	6,159,686	5,897,442	5,977,084	6,196,276
Train Miles (000's)	37,657	38,116	37,584	37,759
Seat Miles (000's)	11,800,602	11,909,350	12,033,900	12,085,438
Average Load Factor	52.2%	49.5%	49.7%	51.3%
On-Time Performance (Endpoint)	71.2%	85.0%	82.0%	82.0%
Gallons per train mile	2.3	2.3	2.4	2.4
Average cost per gallon of diesel	$3.24	$1.84	$2.05	$2.21
Core Productivity Measures				
Passenger Miles per total core employee (a)	32	29	30	30
Seat Miles per total core employee (b)	60	59	60	59
FINANCIAL				
Unadjusted Ticket Revenue ($000's)	$1,732,008	$1,599,468	$1,653,097	$1,745,042
Ticket Yield	$0.2812	$0.2712	$0.2766	$0.2816
Average Ticket Price	$60.31	$58.88	$60.11	$61.24
Total Operating Ratio (c)	1.41	1.51	1.54	1.54
Total Cost Recovery Ratio (d)	0.71	0.66	0.65	0.65
RASM - Core Revenue per Seat Mile (e)	$0.180	$0.168	$0.173	$0.182
CASM - Core Expenses per Seat Mile (f)	$0.222	$0.217	$0.229	$0.240
Core (NTS) Cost Recovery Ratio (g)	0.81	0.77	0.75	0.76
Core Revenue per Train Mile (h)	$56.49	$52.49	$55.40	$58.14
Core Expenses per Train Mile (i)	$69.42	$67.87	$73.44	$76.93
CUSTOMER				
Customer Satisfaction Index	80	82	84	86
EMPLOYEE				
Employee Reportable Injury Ratio (j)	2.9	2.2	2.0	1.8

Notes:
(a) This is calculated as the average monthly Passenger Miles divided by the fiscal year end headcount.
(b) This is calculated as the average monthly Available Seat Miles divided by the fiscal year end headcount.
(c) This is calculated as Total Operating Expenses divided by Total Operating Revenue.
(d) This is calculated as Total Operating Revenue divided by Total Operating Expenses.
(e) This is calculated as Total Core Revenue divided by Available Seat Miles.
(f) This is calculated as Core Expense less Depreciation and non-cash OPEB's divided by Available Seat Miles.
(g) This is calculated as Total Core Revenue divided by Total Core Expense less Depreciation and non-cash OPEB's.
(h) This is calculated as Total Core Revenue (which includes Passenger, Food & Beverage and State Revenue) divided by Total Train Miles.
(i) This is calculated as Core Expense less Depreciation and non-cash OPEB's divided by Total Train Miles.
(j) Includes hearing loss cases

National Railroad Passenger Corporation (Amtrak) Cash Flow Forecast - Actual/Forecast
Available Operating Cash (GAAP)
Fiscal Year 2010
($ Millions)

	Actual					Forecast							Full
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Year
Cash Flows From Operating Activities													
Total Revenue	192.9	194.5	204.2	179.7	169.9	196.7	202.1	205.0	212.2	220.4	219.7	205.2	2,402.5
Total Expense	(289.5)	(292.5)	(317.8)	(313.2)	(296.7)	(306.0)	(301.5)	(301.7)	(305.1)	(313.6)	(303.0)	(305.9)	(3,646.5)
Depreciation/OPEBS/State Capital/PRJs	54.7	54.3	58.1	55.7	55.9	59.0	55.7	55.6	58.2	55.7	56.6	61.6	681.1
Budget result	(41.9)	(43.8)	(55.5)	(77.7)	(70.9)	(50.3)	(43.6)	(41.1)	(34.8)	(37.6)	(26.7)	(39.1)	(563.0)
Changes in Assets and Liabilities													
Accounts Receivable	(8.5)	8.2	0.7	21.1	0.8	0.4	0.1	(0.2)	(0.1)	(0.1)	(0.5)	(20.9)	1.1
Materials and Supplies	(2.8)	(2.6)	(0.9)	(2.0)	(1.0)	(2.1)	(1.8)	0.4	2.4	1.9	1.4	3.2	(3.9)
Other Current Assets	(0.9)	3.4	(7.6)	(17.2)	2.4	2.4	0.6	2.6	2.6	2.6	2.6	2.6	(3.9)
Other Assets, Deposits, & Deferred Charges	(3.8)	(17.8)	(4.8)	35.7	(0.3)	(4.7)	(2.7)	12.3	(2.6)	15.5	2.0	(3.5)	25.5
Accounts Payable	(46.6)	(0.9)	6.5	5.7	7.8	4.7	(2.3)	(3.6)	1.1	(0.9)	0.8	30.9	3.2
Accrued Interest Payable	2.1	8.9	(1.2)	(23.7)	7.7	3.2	6.3	3.9	(5.6)	(20.2)	7.6	4.8	(6.3)
Other Accrued Expenses	(0.2)	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5
Deferred Ticket Revenue	6.5	(3.4)	(4.8)	3.6	11.3	8.9	(1.2)	(0.0)	1.6	(9.9)	(8.1)	5.1	9.5
Deferred Gain on Sale/Leasebacks	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)	(12.1)
Casualty and Other Reserves	1.3	2.6	0.5	0.5	0.5	(0.8)	(4.0)	(0.8)	(0.8)	(4.0)	(0.8)	(0.8)	(6.5)
Net change in assets and liabilities	(53.8)	(0.0)	(12.6)	22.7	28.3	11.1	(6.0)	13.6	(2.4)	(16.2)	4.1	20.4	9.1
Cash Flows From Investing Activities													
Capital Expenditure	(44.1)	(61.3)	(75.1)	(61.7)	(54.0)	(64.6)	(77.4)	(81.5)	(89.1)	(75.2)	(82.4)	(99.3)	(865.6)
3rd Party Contributions and Other	6.0	9.3	10.2	12.6	10.3	12.3	12.0	14.8	11.4	11.0	14.2	13.9	138.0
Net capital expenditures	(38.1)	(52.0)	(64.9)	(49.0)	(43.6)	(52.3)	(65.4)	(66.7)	(77.7)	(64.2)	(68.2)	(85.5)	(727.6)
Cash Flows From Debt Service													
Principal Payments	(18.4)	(3.0)	(13.4)	(50.3)	(3.9)	(25.1)	(11.9)	(2.4)	(16.5)	(30.3)	(2.5)	(12.0)	(189.6)
Interest Net	(8.8)	(8.9)	(8.7)	(8.5)	(8.5)	(8.5)	(8.4)	(8.4)	(8.4)	(8.2)	(8.3)	(8.2)	(101.7)
Net debt service	(27.2)	(12.0)	(22.1)	(58.8)	(12.4)	(33.7)	(20.3)	(10.8)	(24.8)	(38.5)	(10.8)	(20.2)	(291.3)
Cash Flow from Operations	**(160.9)**	**(107.8)**	**(155.1)**	**(162.9)**	**(98.6)**	**(125.2)**	**(135.4)**	**(105.0)**	**(139.7)**	**(156.4)**	**(101.6)**	**(124.3)**	**(1,572.8)**
Cash Flows From Financing Activities													
FY10 Continuing Resolution & Appropriations	46.7	72.3	370.0	255.1	55.7	48.9	255.1	78.1	83.6	218.2	67.0	6.3	1,557.0
Financing Transactions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Adjustments	0.0	0.0	(33.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(33.1)
Net cash provided by financing activities	46.7	72.3	336.9	255.1	55.7	48.9	255.1	78.1	83.6	218.2	67.0	6.3	1,523.9
Net Change in Cash and Cash Equivalents	(114.2)	(35.5)	181.9	92.2	(42.9)	(76.3)	119.7	(26.9)	(56.1)	61.8	(34.6)	(118.0)	(48.9)
Cash on hand - beginning of month	255.7	141.5	106.0	287.9	380.1	337.2	260.9	380.6	353.7	297.6	359.4	324.8	255.7
Cash on hand - end of month	141.5	106.0	287.9	380.1	337.2	260.9	380.6	353.7	297.6	359.4	324.8	206.8	206.8
Outstanding Checks: Float	(56.8)	(32.0)	(90.7)	(39.6)	(30.1)	(39.8)	(30.1)	(33.1)	(49.7)	(30.2)	(48.8)	(56.6)	
Available Operating Cash	**84.7**	**74.0**	**197.2**	**340.5**	**307.1**	**221.1**	**350.5**	**320.6**	**247.9**	**329.2**	**276.0**	**150.2**	**150.2**