The Current State of Our Business

NY Penn Station Renewal Project

Spotlight on: Supplier Diversity
Do you have an Amtrak-related question for President and CEO Wick Moorman? If so, you may submit questions online through the Amtrak intranet—simply click on the “Ask Wick” box on the lower-left side of the intranet homepage. Employees must include their name and location for the question to be considered.

To help reach employees who don’t have regular access to the intranet, we will publish select questions and answers through Amtrak This Week, Ink and other channels.

Here are a few sample questions that Wick recently responded to:

**Are customers happy with the inside appearance and cleanliness of the trains, or do you think we can add two or three more coach cleaners in the Rensselaer Mechanical Facility?**

I think that we can take some meaningful steps to enhance the interior of our trains with a focus on improving their appearance and continue to make them safer. Not only are we looking at where we may be doing some additional cleaning, there is also planning underway on how to effectively refresh the interiors in terms of seats, carpets, other surfaces and, particularly, bathrooms. While we don’t know yet what the complete program will look like or how quickly we can complete all of the items, I’m very optimistic that we can get started soon and that it will be seen very positively by our current customers, helping us to attract new riders and more revenue.

**We’ve had a lot of discussions about trying to strengthen our communications when things are not going well or didn’t go well. And, there is a little bit of frustration because we start conversations when things “hit the fan” and then they go away hoping that the next time we can do better. What’s the high-level company philosophy on taking this [communicating with our customers during service disruptions] to the next level?**

My philosophy is we need to use every method that we have to ensure that we’re giving our customers as much information as we can on a regular basis, particularly when we have problems. It’s all about process and training. If we have the appropriate training, and everybody understands the mission and what we’re trying to do, from the folks on the train to CNOC to everywhere else, if we have that process in place and that training, then it’s just something that will happen as a matter of course.

That’s our philosophy. Train. Put the processes in. Make it standard that we communicate issues when we know about them.

**Amtrak is and, I believe, will always be an important mode of transportation. I think we should focus on customer service and gaining new customers rather than worrying about things that are sometimes necessary to run a profitable company, like cutbacks, job eliminations, etc. Sometimes people tend to forget that customers are the reason we are here. Our main concern should be about, gaining and keeping them.**

I understand and agree with you in terms of the importance of staying focused on our customers and growing ridership and revenues. However, at the same time we have to remember that we run at a loss and are dependent on government funding to do what we do. This comes as no surprise as there are really no other passenger-carrying railroads in the world that are profitable on a stand-alone basis. In fact when you fully allocate government spending on support services very few passenger-carrying enterprises of any kind are truly money makers.

What is clear is that we owe it to our owners—the U.S. government and U.S. citizens—to operate as efficiently and effectively as possible. Having said all of that, you are absolutely right that our long-term strategy is to grow ridership and revenue. The only way to do that is to offer a superior experience for our customers from the time that they purchase a ticket until they reach their destination. I believe that we can do that, and you will be seeing more focus on improving our product and the customer experience in the months to come. There is always tension between cost control and product in any business, but the really great companies find the right balance, and I believe that Amtrak can be one of those companies.
Front Line Focus

“As an engineer by training (and as a weekly road warrior for the last 35 years), I have come to appreciate the value of good equipment, well-maintained… and good people, well-cared for.

I am writing to you realizing that no one is likely to tell you exactly what a good job the customer relationship staff at NY Penn Station actually does. I could be convinced that much of the communication from the public is cranky and critical, although I don’t really know that. But it feels that way as I watch the interactions. People are lost, they are frazzled and they are often tired. They don’t really need help; they need to be coddled. And we both know that’s not likely to happen any time soon.

What I do know is that there are staff at NY Penn that go out of their way to take care of distressed souls. The redcaps are great, but a guy who really stands out is one of your ushers, Gary Israel. Gary is there for me every week with a smile and a piece of advice. Stand over here, wait over there, etc. He makes me feel visible and connected to the entire Amtrak operation in some special way.

He is the model of what you want your customer assistance personnel to be.”

Respectfully yours,
Joseph L. Sussman, Ph.D.

“As an experienced airline traveler with over six million miles on American Airlines, I decided to take four days off from my business last week and take a train ride. I booked a sleeper room from Chicago’s Union Station, departing on Feb. 28, 2017, to Davis, Calif. I stayed in Davis for one night right by the station and then came back the next morning. The adventure totaled 102 hours of riding the California Zephyr in 124 hours of total time.

I wanted to see our western geology, including the Rockies, the Great Basin and the Sierras from the train. I could not have been more delighted both by the views outside the train and by the nice people that I met inside the train. The one person who made my trip a real pleasure was my sleeper car service person, Robert Hunter. I rode with him both out and back (Train number 5 outbound and train number 6 back to Chicago.) Mr. Hunter made everything work like a Swiss watch and made us all feel like we were visiting his home. He even was an obvious mentor for Tony in the dining car. I hope that my employees care for my customers and my business like Mr. Hunter does for Amtrak.

I have told many people how much I enjoyed my first Amtrak train trip and encouraged many of my friends to take a journey to see our country. In the meantime, I hope that you will let Mr. Hunter know how much his attentive service meant to me during my journey.”

Warm Regards,
Robert Gariano
Acela Now Runs on Dunkin’

A new agreement between Amtrak and Dunkin’ Donuts allows customers on board the Acela Express to purchase a hot cup of Dunkin’s Original Blend or decaf. Dunkin’ Donuts coffee is now served all day in First class and the Café Acela, and is brewed using the equipment featured in Dunkin’ Donuts restaurants to ensure the same high-quality and great taste enjoyed by millions. This partnership is just one way that Amtrak is working to bring enhanced services and brands to the 3.4 million customers who ride Acela each year.

“Amtrak takes pride in enriching the customer experience with premium services and brands, and offering Dunkin’ Donuts hot coffee aboard all of our Acela Express trains is just the latest example of this ongoing commitment,” said Thomas Hall, Amtrak’s vice president, passenger experience. “No matter where our customers are traveling, providing a high-quality coffee experience on board is another reason why Amtrak is the smarter way to travel.”

Dunkin’ Donuts hot coffees are scheduled to be served aboard the Northeast Regional trains later this year.
Baltimore & Potomac (B&P) Tunnel Replacement Project Update

The Federal Railroad Administration (FRA) issued a Record of Decision for the B&P Tunnel Project in late March, concluding the environmental review process in accordance with the National Environmental Policy Act. Amtrak’s engineering and planning managers coordinated closely with the FRA, the Maryland Department of Transportation and Baltimore City throughout the three-year study to identify a new tunnel alignment to replace the existing B&P Tunnel.

Owned by Amtrak, the 144-year old, two-track tunnel is one of the worst bottlenecks along the Northeast Corridor—one that not only restricts Amtrak trains, but also Maryland Area Regional Commuter trains and Norfolk Southern Railway freight trains. The replacement of the B&P Tunnel is an economic imperative to attain the speed, frequency and reliability befitting a world-class rail system. While the $60 million High-Speed Intercity Passenger Rail Program study has been completed, Amtrak and partners are working to identify funding to finalize design and begin construction.

Visit bptunnel.com for more information.

Amtrak National Fact Sheet Is Online

The Amtrak National Fact Sheet is available for Fiscal Year 2016. It includes information about our financial performance and structure; ridership and revenue for top-performing routes and stations; an overview of each business line; equipment survey; and a look at key customer service enhancements. View it on Amtrak.com under About Amtrak>Facts & Services>View All Facts & Services>Amtrak National Facts.

New Appointment in Central Region

Effective April 10, 2017, Moe Savoy has assumed full-time responsibility as vice president of Operations, central region. (He had been serving as interim in that role since January of this year.) Savoy will have responsibility for providing operational excellence in safety and security, customer service and financial excellence for the central region. Savoy will also assume leadership operationally to collaborate with others on such critical matters as compliance, employee relations, employee development and performance management.

Savoy has extensive railroad experience and has been a member of the Amtrak team since March 1993. Throughout his career at Amtrak, he has held positions of increasing responsibility, including assistant conductor, conductor, yardmaster, trainmaster, superintendent of road operations and deputy general manager.

Did You Know...

Did you know there is an Office of Inspector General hotline? The hotline receives complaints of fraud, waste and abuse in Amtrak programs and operations. Your contact with the OIG should include information relating to who, what, why, when and where. Complaints are received via telephone, mail or on the internet. Callers may remain anonymous and request confidentiality.

Hotline Number: 1-800-468-5469 (available 24 hours a day) • Mail: P.O. Box 76654, Washington, D.C. 20013-6654 • www.amtrakoig.gov
The Bulletin Board

Strive for Sustainability

At Amtrak, we have the great privilege of being America’s Railroad. With this privilege comes a very important social responsibility—being good stewards of our resources and the natural environment so that future generations can also enjoy them.

Last year, Amtrak employees completed 11,371 sustainable actions for two weeks in April to help celebrate Earth Day. These actions included biking to work or taking public transportation (instead of driving) and using reusable water bottles (instead of plastic bottles). (Check out the chart on the left for our overall results).

We challenged employees to repeat the success of 2016 and the results will be listed in an upcoming edition of Ink.

Let’s all continue to strive for sustainability. If you have any questions or comments, we would love to hear from you. Email amtrakssustains@amtrak.com or call 215-349-3700.

We love to hear from you!
amtrakssustains@amtrak.com

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### Strive for Sustainability Results

11,371

Sustainable actions completed by Amtrak employees in just 2 weeks!

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<th>Category</th>
<th>Actions</th>
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<td>Actions to save fuel</td>
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<td>Actions to reduce plastic usage</td>
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<td>Our employees reported that they used reusable water bottles instead of one-time-use plastic bottles, and brought reusable grocery bags when they shopped.</td>
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<td>Actions to be more sustainable at home</td>
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<td>Our employees reported wearing warmer clothing, turning off lights and TVs after use, taking shorter showers, eating meatless meals and composting.</td>
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<td>Actions to reuse office items</td>
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<td>Actions to reduce paper usage</td>
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<tr>
<td>Our employees reported reusing paper, using double-sided printing, and saving files electronically whenever possible.</td>
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Brand Management and Marketing Highlights

Amtrak Brand Tone of Voice
Marketing’s Brand Management team has shared Amtrak’s brand strategy initiatives with many departments across the company. As an important next step, we have created tone of voice guidance to better align how we write and speak as a company with our brand personality traits. Through simple rules and clear examples, we seek to deliver a contemporary, inspiring, energetic, genuine and personable tone of voice in all of our communications.

Many work groups have shared that they would like to have a quick reference guide that details the rules for applying a consistent voice for Amtrak. As a result, a reference guide will be available in May to assist in applying our new tone of voice. Your support is important as we seek to position Amtrak as a friendly and welcoming brand.

The complete Amtrak Identity Brand Guidelines are available on the intranet, which includes guidance on use of the Amtrak logo and our brand colors. Look for updates on brand training workshops to be scheduled in the fourth quarter.

Double Points on Amtrak Travel this Spring
The Amtrak Guest Rewards team launched its spring promotion—Double DaysSM—aimed at driving incremental ridership and revenue on Amtrak routes across the country. Members were able to earn double points on Amtrak travel between March 20 and May 20. Plus, there are opportunities to earn up to six times the points with special offers from our Amtrak Guest Rewards partners—Amtrak customers who are not yet members can join and register in the same step. Marketing communicated this promotion via various Amtrak-owned channels, including: email, Amtrak.com, Amtrak GuestRewards.com, social media, a press release, onboard signage, AmtrakConnect, the Contact Center and more.

Amtrak Family and Friends Discount
Amtrak offered a family and friends discount promotion for a limited time. The promotion ran from May 1–21, during which time family and friends of employees were able to book a trip exclusively on Amtrak.com using promotion discount code V105 and received a 20 percent off an adult one-way fare and 5 percent-off of accommodations for travel June 5–Nov. 8.

Auto Train Summer Promotion
To encourage travelers to skip 900 miles of I-95 traffic between Washington and Orlando this summer and enjoy the comfort and convenience of Auto Train, Amtrak offered a 30 percent-off companion fare and a reduction on the standard fare for the vehicle. Advertising targeted four major markets: New York, Philadelphia, Baltimore and Washington and leveraged Facebook tactics and traditional drive-time radio to target consumers in the Northeast with an affinity for Florida. This limited time offer was available for purchase April 17–May 18 and good for travel June 1–Aug. 31.

The Boss Baby Movie Promotion
Amtrak and DreamWorks Animation partnered on the theatrical release of the movie The Boss Baby. This partnership provided the opportunity for Amtrak to promote our “Kids Ride 50 percent-off every day” discount, just in time for booking summer travel. The goal was to increase awareness about family travel and to leverage potential earned media through this marketing partnership with DreamWorks and NBC Universal. We used cross promotion on social channels, a national radio buy and printed collateral in stations, seatbacks with activity sheets on board, a landing page, presence on Amtrak.com and a joint press release. The main character from The Boss Baby also made an appearance in Chicago Union Station to offer free tickets to a movie screening to passengers waiting to board trains.

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Garnering rave reviews in the national media including USA Today, The New York Times and CNN, the Amtrak Winter Park Express—linking Denver Union Station and the Winter Park Resort—closed its three-month season on March 26. The famed Rocky Mountain ski destination borders the Union Pacific (UP) tracks, making the Winter Park Express the only train service in the world to deliver customers directly to the base of a ski resort. Clocking in at two hours each way, the train allowed customers to enjoy a comfortable ride, while avoiding traffic on nearby highways.

Dedicated ski train service that had connected Denver and the Winter Park Resort for nearly seven decades came to an end in 2009. Responding to local interest and seeing a potential growth opportunity for Amtrak’s national network services, Denver-based Conductor Brad Swartzwelter put together a business proposal discussing operations, market analysis, promotion and other factors.

Amtrak’s Senior Manager for Customer Service Joy Smith built on Swartzwelter’s idea by gathering an interdepartmental team representing Operations, Government Affairs, Engineering, Marketing, Group Sales and host railroads to examine the feasibility of launching a new ski train. Amtrak subsequently coordinated with UP and the Winter Park Resort to organize a one-day excursion in March 2015, which grew to two roundtrips after the first one sold out in four hours.

Convinced that a seasonal service could be successful, the project partners worked to iron out the details. “It was one of the most successful collaborations I’ve seen across Amtrak and with external partners. Everything asked of Winter Park Resort, UP and various Amtrak teams was quickly done,” Smith said.

Inaugurated on Jan. 7, the Winter Park Express used Superliner equipment made available through “right-sizing” efforts aimed at efficiently allocating our fleet during the slower winter travel months. Winter Park Resort took the lead on building a permanent, accessible platform to accommodate the train. Completed in December 2016, it was funded through a public-private effort that included contributions from the Colorado Department of Transportation, city of Denver, town of Winter Park, Colorado Rail Passengers Association (ColoRail) and the resort. Infrastructure improvements were also made to the UP siding at Fraser.

Winter Park Express Success Is a Team Effort
Round-trips were scheduled for Saturdays and Sundays, with additional service on Martin Luther King Jr. Day and Presidents Day. Each train had four coaches and four coach-baggage cars that added up to nearly 550 seats. Volunteers from ColoRail acted as train hosts, assisting customers and answering questions.

Sponsorships from nationally-recognized companies like CenturyLink, Noosa Yoghurt, Clif Bar and Koelbel & Company contributed to the financial viability of the service, and promotional efforts altogether resulted in about $13 million in earned media. Between ticket sales, sponsorships and the strong partnership with Winter Park Resort, Amtrak covered the service’s cost and generated a profit. “This was a terrific example of a group of people unwilling to accept ‘no’ for an answer,” said Mark Murphy, vice president, Long Distance Service Business Development. “Every obstacle and system limitation was overcome through hard work, collaboration and creativity. It was a lot of fun!”

Steve Hurlbert, director of Public Relations and Communications for Winter Park Resort, added, “The Winter Park Express completely exceeded expectations and lays the foundation for success in the future.” Planning for the 2018 season has already begun—expect details late this summer.
On April 27, Amtrak announced a series of initiatives for New York Penn Station, the nation’s busiest rail station and transportation facility. The cornerstone of this plan will be the Infrastructure Renewal Program. In addition, Amtrak will also have a series of initiatives to improve operations and preparedness.

“After only a short time here at Amtrak it has become apparent to me that we need to accelerate major renewal work in New York Penn Station,” said Amtrak President and CEO Wick Moorman. “Using our limited resources, we have made this renewal project a priority to ensure the continuity of travel in the region. Without these improvements, Amtrak, NJ TRANSIT (NJT) and the Long Island Rail Road (LIRR) could continue to see major disruptions, which could also have an impact on passenger safety.”

**New York Penn Station Infrastructure Renewal Program.** Amtrak will undertake a series of major track and switch renewal projects in Penn Station, beginning with the western portion of the station area this summer. The first project will occur in the area of the tracks and switches known as “A Interlocking,” which serves as the critical sorting mechanism routing trains that enter into Penn Station from the Hudson River tunnels and the Long Island Rail Road’s West Side Yard to various tracks and platforms in the station. The project begins in May, with the major work commencing this summer and additional work scheduled through 2018.

**New York Penn Station Passenger Commission Coordination Review.** Amtrak has commissioned former Metropolitan Transportation Authority CEO and Chairman Tom Prendergast to in-
dependently review the interaction, coordination and collaboration between the railroads’ various passenger concourses within Penn Station. The review will focus on the current methods of managing daily operations within the station concourses, including during disruptions, events or incidents, as well as look for opportunities to strengthen coordination between all parties to improve the passenger experience, safety and security.

**Development of a Joint Station Concourse Operations Center.** Amtrak is proposing that the three railroads serving Penn Station develop a joint station concourse operations center that brings together the managers of the various Penn Station concourses and technology to strengthen coordination, enhance the passenger experience and improve our responses to disruptions, incidents and other events across the whole station. Amtrak will be seeking the support of LIRR and NJT to jointly plan, develop and staff a new facility at Penn Station and will use the results of the Penn Station Passenger Concourse Coordination Review to further inform these efforts.

**Safety & Security.** Amtrak is assembling a task force to review protocols relating to disabled trains with our partner railroads, first responders, law enforcement and other stakeholders to ensure that adequate procedures are documented, trained and exercised. The task force will also examine the need for additional equipment and technology and review the functions of personnel during an incident to ensure that existing protocols are comprehensive and appropriate. The findings of the task force will be used to help inform the Penn Station Passenger Concourse Coordination Review efforts. Additionally, Amtrak is creating a mobile response team to address potential station overcrowding during rush hours.

These major projects will require track closures, operational coordination and schedule changes, which will impact the service of all of the railroads operating in Penn Station. “We recognize there is never a good time to do this work, but we’re simply at a point where it must be done to ensure the long-term viability of our system. Our plan is designed to try to minimize disruptions when possible, but will still involve travel disruptions for thousands of passengers,” said Moorman.

All Amtrak employees, and especially those at Penn Station, will need to provide the highest levels of customer service during this time. “We ask that everyone continue to treat our customers with care, patience and empathy, and extend all possible courtesies and assistance needed, consistent with safety and protocol. Remember that the actions we are taking today will help us serve our customers more reliably in the future,” he said.

“I also want to thank everyone in the Engineering department in advance for all your hard work and dedication to this project. We’re grateful that we have the best people in the industry working for Amtrak—nothing less than the best is going to do for this project,” said Moorman. “You have the support of the entire company and we are all in this together.”

Additional information and updates will be posted at Amtrak.com/NYPrenewal.

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*Using our limited resources, we have made this renewal project a priority to ensure the continuity of travel in the region.*

Amtrak President and CEO Wick Moorman
The delivery of the new high-speed rail trainsets beginning in 2021 will help Amtrak grow strong ridership and revenue in the future. And as the anticipation builds for the rollout of the equipment that will replace the Acela Express, what’s happening behind the scenes underscores Amtrak’s commitment to diversify its corporate spending.

Amtrak has contracted with Alstom to produce 28 high-speed trainsets, all of which will be manufactured in upstate New York, creating 400 new jobs. Another 1,000 new jobs will be created because 95 percent of the train’s components will be made in America—with parts coming from 350 suppliers in 30 states. In addition, more than $280 million worth of materials and services will be purchased from disadvantaged business enterprises (DBE) or small business concerns (SBC) for both the manufacturing and the 30-year maintenance of these trainsets.

These efforts are being supported by Amtrak’s Supplier Diversity Program—an integral part of the Procurement and Logistics department—which focuses on ensuring that maximum contracting opportunities at Amtrak are accessible to diverse firms. Barbara Oliver, senior supplier diversity manager, meets monthly with her counterpart at Alstom to ensure there is compliance with the agreement to manufacture the new trainsets.

In addition to DBEs and SBCs, firms that are considered diverse are minority-owned business enterprises, women-owned business enterprises, veteran-owned busi-
nesses and service disabled veteran-owned businesses. Opportunities for prospective vendors including manufacturers of railroad-specific materials (such as passenger car parts and locomotive parts) and a wide range of additional services, including marketing, information technology, architecture and engineering and environmental consulting. The Supplier Diversity Program supports Amtrak’s commitment to embracing a culture of respect and appreciation for differences and similarities of all companies.

While Amtrak does not currently have a federally mandated program, the company has seen growing success in diversifying its spending over the years. Amtrak currently has a goal that 10 percent of all corporate spending be awarded to a diverse firm. In FY 15, Amtrak achieved a goal of 10.6 percent; in FY 16, it achieved a goal of 11.5 percent; and in the two quarters completed in FY17, a goal of 16 percent has been achieved YTD.

“We want to continue to exceed our goal and look to be an industry leader,” says DJ Stadtler, EVP and chief administrative officer. “We have many small stations in very tight-knit communities across the country and that allows us to go out and bring diverse talent back to our company.”

“There is a sense of pride for many of these businesses to work with us because of the uniqueness of the services that we provide,” adds Bud Reynolds, vice president of Procurement and Logistics. “And it’s very rewarding to see these small businesses grow.”

Oliver is joined on the team by Jacqueline Donaldson-Grey, lead supplier diversity specialist, as they focus on strategic outreach efforts to regional and national business owners. They frequently share the Amtrak brand at conferences and send out email blasts to a coordinated list of prospective vendors. Amtrak also holds corporate memberships with several allied partners, who share their database of diverse vendors. Amtrak uses this resource, a database from the General Services Administration and the U.S. Department of Transportation’s unified certification program to engage diverse firms. Prospective vendors are encouraged to visit the Procurement portal (https://procurement.amtrak.com) for possible business opportunities.

Looking to the future, there are also plans to conduct an “Industry Day” and business opportunity forums to engage more prospective vendors.

“The diverse firms that we work with are unique and have a creative niche that some large business may not fill,” Oliver says. “Having more diverse firms working with Amtrak is beneficial and complements our bottom line.”

Adds Stadtler: “Our Supplier Diversity Office is very impactful. They are very passionate about what they do and that trickles down to others at Amtrak.”

For more information about the Supplier Diversity Program, please send an email to diverss@amtrak.com.

“We want to continue to exceed our goal and look to be an industry leader. We have many small stations in very tight-knit communities across the country and that allows us to go out and bring diverse talent back to our company. Reaching out to diverse businesses allows us to challenge the status quo. When we engage with diverse vendors, we gain a new way of getting things done, which helps us with improved efficiencies in our business.”

― DJ Stadtler, Executive Vice President and Chief Administrative Officer

“There is a sense of pride for many of these businesses to work with us because of the uniqueness of the services that we provide.”

― Bud Reynolds, Vice President of Procurement and Logistics

Senior Manager Barbara Oliver speaks to the importance of Supplier Diversity in corporations.
It’s important that our employees receive regular updates on how our business is performing. As such, we have started providing Quarterly Business Updates at Amtrak, which show how we are performing against our key performance indicators. Below is a snapshot of how we performed through the end of the second fiscal quarter, which ended March 31.

**Safety Performance**

*Metrics.* In safety, our FRA Reportable Rate through the second quarter is 4.00—which is slightly better than last year, but still much too high when compared against our industry peers, including the commuter rails (which range from 1.92 to 3.96) and the Class-I freight (which range from 0.91 to 1.31).

We know we have many challenges that our peers do not including people walking up and down on moving trains. But we need to get better, and always aim for best-in-class.

“Safety Starts with Me.” Rules compliance, training and education are all integral to creating a safer workplace at Amtrak. As part of our organizational update earlier this year, we formed a single department in charge of all our safety processes, training and rules. This department has begun introducing Safety Starts with Me to the entire organization—a new process that establishes clear safety principles for all employees, while providing safety training to more than 2,000 front-line managers and supervisors. The training rollout is expected to be completed by June—and the early feedback on it has been very positive.

**Customer Focus**

*eCSI Update.* We have continued our strong customer service in 2017, as we achieved an eCSI (electronic Customer Satisfaction Index) score of 81.6 through the first half of the year. However, we still lag behind our FY 2017 target of 82.3 by 0.7 points, which means we will need to achieve an average eCSI score of 83.0 for the rest of the year to close this gap. While this is a high bar for us to reach, we need it to be
because taking care of customers is what our business is all about. We need to deliver the kind of experience to our passengers where they say to themselves and their friends and family, “That’s a great way to travel.”

Two major drivers of eCSI scores are onboard announcements and restroom cleanliness. We are currently piloting two programs that will help improve our performance in both areas. With onboard announcements, we’re investing in more conductor training and equipment maintenance on the Keystone Service. With cleaner restrooms, we’re experimenting with better processes for the California Zephyr, Empire Builder and Southwest Chief. We will take the key learnings from these pilots and apply them to other routes nationwide. In the meantime, we are continuing work on a major initiative to refresh the interiors of the Amfleet I cars. We plan to re-cover the seats with better material, and change out the carpets, the bathrooms and the colors.

Financial Performance

*Ridership and Revenue.* Our overall revenue is about on par with our budget, which is a positive. Our ridership, however, is slightly down over budget and remained relatively flat year-over-year. Right now, 2017 is on pace to be our fifth straight year of limited to zero growth in ridership.

*Net Adjusted Operating Loss.* Through the first half of FY 2017, we are slightly ahead of budget when it comes to net adjusted operating loss. We use net adjusted operating loss as a key metric for financial performance because it is the truest and most fair way to measure how well we run our business on a daily basis. In simple terms, our operating loss is the difference between our operating income and our operating expenditures. It also represents the amount of federal funding we need to support our ongoing operations. In the normal course of running our operations, we may experience an unplanned or unexpected financial event called a “major one-time item.” These events may benefit Amtrak positively, such as a sale of assets—or they may impact us negatively, such as a catastrophic event. In these cases, we “adjust” for these one-time items by excluding them from our operating loss total.

*Outlook for the Second Half of FY 2017.* The second half of the year is going to be much tougher—and we are going to be seriously challenged in meeting our budget numbers for 2017. We have a lot of work we need to do at New York Penn Station that will require planned outages and will impact on-time performance in the Northeast Corridor. Throughout our entire company, we need to achieve greater efficiencies in every area of our business. And finally, the higher revenue-per-rider performance we achieved in the first six months may come down due to several factors—including fare wars with the airlines, bad weather or service disruptions.

Looking ahead to the rest of the year, we should stay focused on safety, operational efficiency and customer service—as these are all critical factors in helping us achieve our budget and grow our business in the competitive travel market.
Amtrak Volunteers Help Educate Their Peers and the Public on Rail Safety

About every three hours in the United States, a person or vehicle ends up in the path of a moving train and is struck. According to preliminary statistics released by the Federal Railroad Administration, there were 994 pedestrian rail trespass casualties (fatalities and injuries) in 2016, while highway-rail grade crossing accidents resulted in 265 fatalities—a nearly 14 percent increase over the previous year.

These sobering numbers point to the importance of educating the public about safety in and around railroad property. Amtrak is proud to collaborate with Operation Lifesaver Inc. (OLI), a national non-profit organization with a mission to end collisions, deaths and injuries at highway-rail grade crossings and on railroad property.

“Sadly, all of these fatalities and injuries were preventable,” said Barbara Petito, lead program specialist, Amtrak Police Department, who oversees OLI at Amtrak. “Those of us familiar with the railroad need to help others make the right call and obey the law.”

Nearly 100 Amtrak employees are trained as Operation Lifesaver Authorized Volunteers (OLAVs). They help spread the word about trespassing dangers and grade crossing safety to civic organizations, first responders and schools nationwide.

OLAVs commit to perform a minimum of four presentations annually, and many speak at various events nationwide.

Beech Grove employees Ashlee Boruff and Ana Robertson recently shared the rail safety message with more than 1,000 elementary school students in their community. “Since our Beech Grove Maintenance Facility takes up so much of the city, I felt it was very important to keep those closest to us educated,” Boruff said. “Those who cross tracks multiple times a day might be jaded and forget how important track safety is.”

“It wasn’t until I started working for the railroad that I realized how often accidents involving pedestrians and vehicles occur,” added Robertson. “Safety and community are both very important to me, and that’s why I decided to become a part of OLI.”

According to the San Joaquin Joint Powers Authority, California leads the nation in railroad fatalities. In early April, Amtrak, BNSF Railway and California Operation Lifesaver hosted a special “Safety Train” press event at the downtown Fresno’s Amtrak San Joaquins train station to raise awareness and educate the community about rail safety. Rail safety partners coordinated with approximately 25 officers from the Amtrak Police Department, BNSF and local law enforcement, including City of Fresno Police and California Highway Patrol.

This first-ever national U.S. Rail Safety Week will be held starting Sept. 24. More information will be included in a future edition of Ink on ways in which Amtrak will collaborate with other organizations to continue to educate others and build awareness on the importance of rail safety.
Employee Milestones

Congratulations to All of You!

20-YEAR ANNIVERSARY
March 2017
HARWOOD BOND
Raleigh Station
GUADALUPE BRAVO
CA Reservation & Sales Office
ANTHONY CHARLES
New YorkPenn Station
ALEX DEL RIO
CA Reservation & Sales Office
M DUNLAP
CA Reservation & Sales Office
JOSEPH FITSIMMONS
Providence MOW Base
ROBIN HUNTER
Memorial Control M/W
CATHY FUNK
San Juan Capistrano Station
KEVIN GOODART
Spokane Station
MARTIN MURPHY
Canal St. Maintenance Facility
JULIE KAMS
CA Reservation & Sales Office
REGINA LOPEZ
Los Angeles Offices
JOSEPH MILLER
CA Reservation & Sales Office
SHERRYLYN NEWTON
Southampton St. Yard
RICHIELE OLIVAS
Fullerton Station
COLLEEN POWERS
Boston South Station
STEVE SANDERS
Raymond Plaza West
MICHAEL SIMKO
NY Sunnyside Yard
JOYCE TICE
CA Reservation & Sales Office
CHARLES USSERY
Quad Ave. M/W Base
Baltimore, Md.

25-YEAR ANNIVERSARY
March 2017
JOHN BARRETT
Philadelphia 30th Street Station
SONYA BLANKS
CNOC, Justison Office
JAMES COLEMAN
Philadelphia 30th Street Station
CARLette DICKERSON
CA Reservation & Sales Office
JAMES DOUGHERTY
Wilmington Shops
DAVID GRIMOLDI
Kansas City
PAUL HAYHURST
Boston South Station
MARK HERMAN
New York Penn Station
MARIA JOHNSON
Los Angeles Offices
ROBERT JOHNSon
Chicago Locomotive Shop
DONALD KELLER
Bear Car Shop
DEBORAH MARTIN
Springfield Station
DENNIS MOORE
Amtrak Corporate HQ, Washington, D.C.
MARTIN MURPHY
Boston South Station
DONALD NOVAK
T&E Crew Base - Ft. Worth
MICHAEL PROVOST
Los Angeles Offices
LYNETTA PURCELL
Miami Station
JOHN RILEY
CA Reservation & Sales Office
CHARLES SIMMERS
Amtrak Corporate HQ, Washington, D.C.
LOUIS STROZZA
Chicago Union Station

30-YEAR ANNIVERSARY
March 2017
JOHN BARRETT
Philadelphia 30th Street Station
SONYA BLANKS
CNOC, Justison Office
JAMES COLEMAN
Philadelphia 30th Street Station
CARLette DICKERSON
CA Reservation & Sales Office
JAMES DOUGHERTY
Wilmington Shops
DAVID GRIMOLDI
Kansas City
PAUL HAYHURST
Boston South Station
MARK HERMAN
New York Penn Station
MARIA JOHNSON
Los Angeles Offices
ROBERT JOHNSon
Chicago Locomotive Shop
DONALD KELLER
Bear Car Shop
DEBORAH MARTIN
Springfield Station
DENNIS MOORE
Amtrak Corporate HQ, Washington, D.C.
MARTIN MURPHY
Boston South Station
DONALD NOVAK
T&E Crew Base - Ft. Worth
MICHAEL PROVOST
Los Angeles Offices
LYNETTA PURCELL
Miami Station
JOHN RILEY
CA Reservation & Sales Office
CHARLES SIMMERS
Amtrak Corporate HQ, Washington, D.C.
LOUIS STROZZA
Chicago Union Station
ARLETTA SUSKO
PA Reservation & Sales Office
ROBERT UTECH
Kansas City
DAN VALLEY
Portland, Ore., Union Station
GENISE WHITE-ROANE
Philadelphia 30th Street Station

35-YEAR ANNIVERSARY
March 2017
JAMES GALLAGHER
Syracuse Station
VALORIE GIULIAN
Chicago Offices
MARK HUBER
Baltimore Station
MARK THOMAS
New Orlean s

40-YEAR ANNIVERSARY
March 2017
JAFAR ABdUS-SAMAD
PA Reservation & Sales Office
JOSEPH ARELIO
Raymond Plaza West
BARRY BERGER
Wilmington Shops
RONALD CORDUAN
NW Base, North Brunswick, N.J.
JAMES DESIMONE
NY Penn Station
PAUL ELROD
Niles Station
THOMAS FLOYD
Trenton Station
JEFFREY KLINE
NY Penn Station
DAVID MULLENHOFF
Chicago Union Station

45-YEAR ANNIVERSARY
March 2017
JOHN BOYLAN
Syracuse Station
MICHAEL BREMER
Wilmington Shops
RONALD BROWN
Transportation Bldg., Washington, D.C.
WILLIAM BRYANT
NY Sunnyside Yard

MICHAEL BURNS
Engineering
ROBERT DONEY
Denver Station
JOHN FARRELL
Chicago Offices
PATRICIA GITTENS
Philadelphia 30th Street Station
JAMES GRAY
Poo l Station
BARRY HEWITT
D.C. Coach Yard
JEANNE JUNGINGER
Bear Car Shop
ROBERT LOTSBAICH
Niles Station
GRIGORII MAYZLIN
NY Sunnyside Yard
HAFeez MUHAMMAD
Chicago Union Station
ALBERT MURRAY
Amtrak Corporate HQ, Washington, D.C.

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Employee Milestones

Congratulations to All of You!

JEFFREY OSBORNE
Beech Grove
Maintenance Facility

TORRI PIPER
Los Angeles Offices

RUSSELL PORTER
Los Angeles Offices

SANDRA QUESADA
Wilmington Training Center

GEORGE RHOADES
Philadelphia 30th Street Station

JAMES SLOWEY
Niagara Falls Station

ROCCO SMITH
Perryville M/W Base

JACQUELINE TALLEY
NY Penn Station

LEE WILSON
Southampton St. Yard

CECIL WINGO
Chicago Offices

MARK WOJCIK
MOW Base, Hamden Conn.

DANIEL WRIGHT
Ivy City Maintenance Facility

DAVID WRIGHT
Niles Station

20-YEAR ANNIVERSARY
April 2017

MICHELLE CRESTFIELD
CA Reservation & Sales Office

JAMES CROSSNOHERE
NY Sunnyside Yard

TIMOTHY FARNAN
Rensselaer Station

ELAINE FRESCO
CA Reservation & Sales Office

STEPHEN GALLUP
Rensselaer Station

LINO GUTIERREZ
Miami Station

BRIAN HAMMOND
T&E Toledo Crew Base

MICHAEL HORTA
NW Base, North Brunswick, N.J.

ANDREA INGE
Los Angeles Offices

GREGORY JONES
Perryville M/W Base

LILLIE KING SHEPARD
Los Angeles 8th St. Coach Yard

JOSEPH KRAUS
Ivy City Maintenance Facility

WILLIAM KURTEN
Harrisburg Station

ROSEANNE LALA
St. Cloud Station

JOHN LENANE
Southampton St. Yard

CORY MACNEIL
Rensselaer Station

JOHN MILLER
Fullerton Station

LAURENCE MILLER
Portland, Ore., Station

ROBERT MILLER
Lancaster Station

BRYAN NOLAN
NY Sunnyside Yard

SILVIO REYES
Hollywood Station

JEROME SHEPPARD
Quad Ave. M/W Base, Baltimore, Md.

CARLYLE SMITH
Transportation Bldg., Washington, D.C.

DELICIA SMITH
Boston South Station

GLORIA SMITH
Fl. Lauderdale Station

DARNELL TERRY
Chicago Locomotive Shop

ANTHONY VINCIUERRA
Union Tower

SCOTT WATSON
Auto Train Lorton Station

MICHAEL WHITERS
Miami Station

MILTON WHITTAKER
NY Sunnyside Yard

RALPH WILLIAMS
Jacksonville Station

JAMES YORK
Trenton Station

25-YEAR ANNIVERSARY
April 2017

HECTOR ARIAS
NY Penn Station

ABUL BADRUDDOZA
CA Reservation & Sales Office

GREGORY BRISCOE
New Orleans Maintenance Facility

KAREN BROWN
CA Reservation & Sales Office

THOMAS CHINSKI
Philadelphia 30th Street Station

RITA CROZIER
NY Sunnyside Yard

MICHAEL DEAVY
Mechanical Office

SHEILA FLEXER
Bear Car Shop

KIMBERLY HINES
Amtrak Corporate HQ, Washington, D.C.

JOHN HENRY
Philadelphia 30th Street Station

40-YEAR ANNIVERSARY
April 2017

JAMES KARCZESKI
Philadelphia 30th Street Station

ROBERT GALLAGHER
Philadelphia 30th Street Station

JOCELYN GODBOUT
Harrisburg Station

PETER GRAVELINE
Engineering

SAMUEL HARRIS
CNOC, Justison Office

JOSEPH HENRY
Charlotte Station

MARK HILL
Springfield Station

MYRIAM HORCHAR
Philadelphia 30th Street Station

JUANITA JOHNSON
Philadelphia 30th Street Station

DANIEL KARCZESKI
Philadelphia 30th Street Station

FRANCIS KRUSE
Philadelphia 30th Street Station

DONALD LAVECCHIA
Wilmington Shops

CHRISTOPHER O’KEEFE
Southampton St. Yard

DAVID PLANCON
Engineering

DENNIS PROULX
PA Reservation & Sales Office

CHARLES RACE
C&S HQ

RONALD RADER
Wilmington Shops

LAWRENCE SMOOT
Philadelphia Coach Yard

EMANUEL TSIKALAS
Amtrak Corporate HQ, Washington, D.C.

RUSSELL WILLIAMS
Philadelphia 30th Street Station

HOMER YONAN
Redondo Junction Engine House

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Five Sites Score Big in Mechanical Quality Management System

Beech Grove, Wilmington, Boston (conventional), Boston (high-speed rail) and Philadelphia were awarded “green banners” for their FY 16 achievement and sustainability of the Mechanical department’s Quality Management System (QMS), which recognizes a facility for how well it manages its local commitment to compliance. Throughout the year, the Mechanical Department’s Quality Management and Compliance team supports the QMS by providing auditing guidance and preparation assistance.

Established in 2009, this quality program includes annual audits at Operations facilities with Rolling Stock Mechanical responsibilities. Each audit includes aspects in safety; equipment compliance; process control; document and record control; environmental; public health; corrective/preventive action; Federal Railroad Administration (FRA) compliance; blue signal protection; and accidents/rules violations. In FY 16, the team moved to a color scheme approach, which includes risk elements and quality awareness factors—low risk for compliance findings is green, medium is yellow and high is red. The team created a green banner to award locations that achieved a green status during the FY 16 audits.

“The QMS is critical to regulatory compliance of documentation, which is called upon during incident reviews and investigations to provide the confidence that our Mechanical operations are consistent across facilities and conducted in accordance with regulations,” said Deputy Chief Mechanical Officer for Operations Support George Hull.

The Quality Management and Compliance goal is to help all locations sustain and improve their processes for compliance, and to double the number of green banners achieved in FY 16.
The look of intercity passenger rail service along the Southern California coast began to change in May 2000 when Amtrak and the state introduced the first revenue train made up of new bi-level Surfliner cars. The partners invested more than $125 million in nine new trainsets to replace the single-level Amfleet and Horizon cars then used on the popular San Diegan service (San Diego-Los Angeles-San Luis Obispo). The Surfliner cars were built by Alstom and pulled by new F59PHI locomotives manufactured by General Motors.

Sporting a blue and silver paint scheme, the five-car trainsets were part of a larger effort to rebrand the 350-mile corridor. The Santa Fe Railway had introduced the original San Diegan (San Diego-Los Angeles) in 1938. As Amtrak and the state increased frequencies and extended service north to Santa Barbara (1988) and then San Luis Obispo (1995), they sought ways to boost capacity and give the service a broader regional identity. The new name—Pacific Surfliner—also paid homage to the historic “Surf Line” over which the trains ran.

The Pacific Surfliner officially launched on June 1, 2000, with a champagne christening of the new equipment in San Diego, followed by a whistle-stop tour. Ridership grew 85 percent to reach 2.9 million customers in FY 2016—making the Pacific Surfliner our third-busiest service after the Northeast Regional and Acela Express.

Learn more about Amtrak history by visiting History.Amtrak.com.