Amfleet I Equipment Gets a Refresh

Amtrak Service Returns to Roanoke

Highlights From Our FY18 Operating Plan
Fellow Amtrak employees,

Congratulations! FY 17 was a very good year. We set records for ridership and ticket revenue, despite being challenged by many severe weather events and our infrastructure renewal project at New York Penn Station. We need to continue the good trend into FY18, with a focus on customers, revenue growth and cost control.

It’s critical that we get off to a strong and fast start for FY 2018. Our annual operating plan is ready to go, and in this edition of Ink, you can read more about these highlights, including our focus on six strategic pillars: Our Amtrak Team; Safety and Operations; Strategy; Customers; Assets; and Financial Stewardship. You’ll be hearing more about these pillars in the months to come.

Last month, we also announced some changes, which will establish a more centralized organization with direct reporting lines. A new commercial organization has been created that merges the product (formerly in Marketing and Business Development), Corporate Planning, Strategy, Government Affairs and Corporate Communications. The commercial organization will plan and develop our product and service offerings. It will define corporate strategy, planning and communications in support of our statutory mission. The following specific organizations and functions now form the commercial organization:

- Long Distance, State Supported, Northeast Corridor and commuter and ancillary business development groups;
- Product Management and support team, to include groups setting the standards for Food and Beverage, Product, Customer Service and Stations;
- Government Affairs and Corporate Communications; and
- Corporate Planning and Strategy.

We are eager for another successful year ahead, and we hope you are, too. On behalf of our entire leadership team and our millions of customers, thank you for all that you do for Amtrak!

Note: This will be the final print edition of Ink magazine. We will be transitioning to a digital platform in 2018. Stay tuned to a future issue of Amtrak This Week for more details!
**Front Line Focus**

“My wife, son and I were recently round-trip passengers on the *Cardinal*, traveling west on train 51 from Huntington, W.V., to Chicago, Ill., on July 26, 2017, and returned east on July 29, 2017. We were exceptionally pleased with the overall service we received on both trains, but wished to express particular praise for three Amtrak employees.

On train 51, our sleeping car attendant was a young man named Kelroy [Jones]. Kelroy (pictured on the left) was very friendly, personable, attentive and professional. He made sure that we were comfortable in our roomettes, and took care of any requests that we might have had. Aboard the dining car on train 51, Rashad [Eleazer] was doing the job of probably four people—taking orders, preparing and serving meals and busing tables. While Kelroy was providing assistance, it was mostly a one-man show, and Rashad was incredible. With a car full of patrons, a line at the door and under tremendous pressure, Rashad kept things moving in the diner and remained affable and attentive.

Coming home on train 50, our sleeping car attendant was 35-year Amtrak veteran “Mama J” [Janice Adams]. Mama J took care of us like only a professional could; it is obvious that she has been with Amtrak so long, and she loves her job. While never for a moment forgetting any aspect of her duties, Mama J treated us as if we were part of her family, stopping to talk with us in an easy-going, familiar style. It is easy for us to say that the highlight of our return trip was Mama J.

It is employees that make the Amtrak experience what it is, and Kelroy, Rashad and Mama J are assets to Amtrak and its passengers.”

**Kindest regards,**

*Eric Miller*
Exterior Paint Scheme for New Acela Trainsets Unveiled

On Oct. 6, Amtrak revealed the exterior paint scheme for the 28 next-generation high-speed trainsets that will be used to provide Acela Express service along the Northeast Corridor, starting in 2021. Philadelphia 30th Street Station employees were among the first to see the new look—a model with the new paint scheme was on display at the station.

Representatives from Amtrak’s Enterprise Project Management Office as well as representatives from Alstom’s Project Management Office were on hand to meet with staff and answer questions. Pictures of the new paint scheme can be found on the Amtrak Media Center at media.amtrak.com.

New Alton Station Serves the River Bend Region

On Sept. 15, Amtrak joined with the city of Alton, Madison County and the state of Illinois to dedicate the new Alton Regional Multimodal Transportation Center, which features a bright and spacious waiting room, Madison County Transit (MCT) connections, bicycle facilities and ample parking. It replaced a smaller facility located about two miles to the southeast.

Lincoln Service trains—financed primarily through funds made available by the Illinois DOT as part of the Amtrak MidwestSM network—and the Texas Eagle began serving the multimodal center two days earlier. Nearly 60,000 customers in FY 2016 began or ended their journey at Alton, which attracts passengers from both Illinois and the northern St. Louis suburbs.

“Constructed of reddish brown brick and large expanses of glass, the multimodal center also features a clock tower. The facility was built at the site of a former golf course that will be transformed into a new mixed-use center. “We are confident this development will be like the major stations we opened with the Illinois DOT in Champaign in 1999 and in Normal in 2012—it will spark area redevelopment while providing a vital transportation link,” said Mike Franke, Amtrak senior director – State Contracts, during the ceremony.

New Amtrak.com and Mobile Design Phase 1 Project Rollout

Last year, Amtrak released Salesforce in support of our Customer Relations agents, as the first major step toward modernizing our digital customer touchpoints. This year, we will release a new Content Management System (CMS), which is one of the major pillars within the digital transformation strategy. This new CMS,
known as Adobe Experience Manager, will provide Amtrak with the ability to publish digital content in a more efficient and cost-effective manner.

Launched on Oct. 8, you can explore Phase 1 of the new Amtrak.com site. (On Oct. 17, the new Amtrak Mobile design was unveiled.) This public release marked a significant milestone for Amtrak, our customers and our partners. Our goal is to unify our digital brand presence, creating a more seamless and consistent customer experience, while reducing production and development costs. This effort represents a collaboration across the Amtrak enterprise.

**The National Wins Prestigious Award**

*The National*, Amtrak’s free onboard magazine, received Best Magazine Launch Award 2017 from Min’s Magazine Media Awards. *The National* was launched last year and is available in seatbacks throughout the national network. Each edition of the magazine includes in-depth profiles and original work from some of the country’s most acclaimed writers and photographers.

“The bi-monthly magazine that we created in partnership with the global travel media company Ink is a contemporary publication and digital site that celebrates the personalities, culture and destinations that can be found across the vast nationwide Amtrak network. For Amtrak and Ink to have won this national award is a testament to the vision, commitment and partnership that we have together,” said Alicia Austion, Amtrak’s director of Branding and Promotions.

Visit *The National* at www.amtrakthenational.com to read the most recent edition.

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**Amtrak Corporate Style Guide Now Available**

Do you know what FAST Act or PRIIA stand for? Have you ever wondered what the difference is between a trademark and a service mark? Answers to those questions and many more are available in the new Amtrak Corporate Style Guide, a resource designed to help you understand Amtrak acronyms, commonly used Amtrak terms and frequently used railroad terms. This resource is intended to reinforce our Amtrak brand with consistent language, style and usage.

To download a copy of the guide, visit the intranet, under *Library>Branding*. If you have any questions about this guide, please email news@amtrak.com.
Brand Management and Marketing Spotlight

**Amtrak Guest Rewards®**

Amtrak Guest Rewards members can earn double points on Amtrak travel this fall with the Double Days promotion. The travel window to earn double points is from Sept. 18–Nov. 18, 2017. Registration is required and can be found at AmtrakGuestRewards.com/DoubleDays. Non-members are also able to participate by joining the program and registering in the same step. The promotion is supported through multiple channels including email, Amtrak.com, AmtrakGuestRewards.com, social media, paid media, a banner on AmtrakConnect, an ad in *The National* magazine and a media alert.

**Customer Appreciation During NY Penn Infrastructure Renewal**

During the New York Penn Station Infrastructure Renewal Program, Marketing held nine customer appreciation events at the station. The team leveraged existing Amtrak Guest Rewards, sports and food and beverage partnerships to secure giveaway and promotional items. Customers were treated to Dunkin’ Donuts iced coffee and donuts, Cheryl’s Cookies, Cracker Jacks—with an appearance by Mr. Met—and Baskin-Robbins ice cream sandwiches on National Ice Cream Sandwich Day. During the final customer appreciation event on Sept. 18, 27 Amtrak employees distributed 25,000 Dunkin’ Donuts gift cards, along with a message from Wick Moorman and Richard Anderson. Marketing extends a special thank you to the more than 35 Amtrak employees who volunteered for these events as well as to the many employees at NY Penn Station who helped make these events possible.

**Hispanic Heritage Month Campaign Targets New Audience**

For Hispanic Heritage Month (Sept. 15–Oct. 15), Amtrak developed a campaign with online publisher Remezcla, one of the most influential media brands for Latino millennials, to create video content featuring two up-and-coming artists. One video was shot aboard the *Coast Starlight*, and followed actor, writer, stylist and fashion blogger Gracie Mercedes on her journey from L.A. to Santa Barbara to find unique vintage clothing. The other video followed music producer and singer Alcover aboard the *Acela Express* from New York City to Boston, where he recorded his latest track, which is featured in the video. The Remezcla site typically receives 70 million monthly views of unique and authentic influencer video content. Regionally, Amtrak also partnered with newspaper *La Voz Latina Central* to promote the *Keystone Service* via digital banner placements. The monthly digital version provides Amtrak with more than 60,000 impressions.

**Limited Edition Autumn Express Branded Apparel**

Marketing supported the *Autumn Express* special train excursion with limited edition apparel on a “Book 2 Run” platform, which allows Amtrak to offer unique event-specific merchandise for a limited time at no cost to Amtrak. The 2017 *Autumn Express* apparel was promoted on the Amtrak.com *Autumn Express* excursion page and customers who signed up for the Amtrak store (store.amtrak.com) email alerts through our vendor (Staples Promotional Products) received an email notification.

**Carbondale Solar Eclipse**

Amtrak worked with the Illinois Department of Transportation to provide a 30 percent-off discount to passengers riding the *Illini/Saluki* trains to Carbondale to view the solar eclipse. Radio spots ran in targeted markets and Amtrak worked with Carbondale Tourism to have the offer promoted on the Carbondale Eclipse website and on social media. Amtrak also worked with TagKast on social media promotional events at local parks leading up to the event. The revenue generated from the fares order was $35,858.
New Drug and Alcohol Prevention Program Launches

The P.I.E.R. program (Prevention, Intervention, Education and Resources) launched Oct. 1 as Amtrak’s new drug and alcohol prevention program, replacing Operation RedBlock. The P.I.E.R. program focuses on prevention through early identification and makes drug and alcohol prevention resources available to all Amtrak employees.

Last month, town hall events were held around the country to let employees know more about the program. Here are some things you need to know:

- The P.I.E.R. program is committed to confidentiality. To become involved with the program, ALL volunteers are required to sign confidentiality certifications.
- The number of excused mark-offs will be limited to three per career. All employees began with zero mark-offs on Oct. 1.
- Each time an employee marks-off, they will be matched with services based on their determined need for intervention, education and resources.
- There will be a new volunteer structure; new prevention training program; and a customized education program developed in partnership with the Organizational Wellness Learning System group.

P.I.E.R. is led by Juné Rogers-Hegamin, who brings a wealth of experience in drug and alcohol prevention programs. Rogers-Hegamin and her team will move forward with the program’s vision that prevention begins where we “Live, Learn, Work and Play.” A drug-free workplace is a safe workplace. It is everyone’s responsibility to arrive at the workplace drug- and alcohol-free.

Employees who want to learn more or want to become a P.I.E.R. volunteer can send an email to PIERProgram@Amtrak.com. You can also visit the intranet at http://wiki.corp.nrpc/display/WELL/P.I.E.R.+Program. For mark-offs only, call 1-800-447-2562.

The P.I.E.R. video, which explains more details about the program, can be viewed on the Amtrak intranet.
Highlights From Our FY18 Operating Plan

Our annual operating plan for FY 2018 is organized around the six pillars listed below. Here are some highlights from the plan:

OUR AMTRAK TEAM
- Build a more collaborative environment that emphasizes we are all “One Amtrak”—on the same team, working together with passion, commitment and focus to deliver the highest quality product possible.
- Invest in improved training across the company.
- Deliver an operating model that balances speed, agility and control.
- Complete our collective bargaining agreement negotiations in a reasonable amount of time, so that our people can focus on running a safe railroad that exceeds our customers’ expectations.

*Key takeaway: We know we are only as good as our people. We are committed to growing our talent—and building our team. Our Amtrak team is the foundation for everything we do.*

SAFETY & OPERATIONS
- Major reductions expected in safety rules violations, incidents (FRA recordable rate down to 3.0) and lost time rate (down to 2.30).
- Safety Starts with Me training for agreement employees, to continue to build our safety culture.
- Initial terminal performance and on-time performance will be maintained or improved, by better managing operational factors within our control.

*Key takeaway: Everyone will be held to higher standards. None of us should tolerate unsafe behaviors, and we will do everything safely and within our control to keep our customers on time.*

STRATEGY
- Well-defined service strategy to be delivered for all business lines.
- 10-year locomotive and rolling stock plan to be developed, as well as long-term infrastructure maintenance and improvement program.

*Key takeaway: Our future success depends on sound planning, good equipment and reliable infrastructure.*

CUSTOMERS
- Our stations must be neat and clean. Senior leaders will work directly with station managers from our top 100 stations to get them the support they need.
- Our electronic customer satisfaction index (eCSI) minimum target score for FY18 is 81.4. To improve the travel experience for everyone, we are creating a Customer Care Center of Excellence, investing more in our Americans with Disabilities Act accessibility and improving our rolling stock.

*Key takeaway: It doesn’t matter what role we have. All of us need to be obsessed with taking care of our customers.*

ASSETS
- Move closer to “steady state” spending on our Infrastructure State of Good Repair needs.
- Complete our Amfleet I interior refresh program.
- Advance the Gateway program and continue our master development program at major stations.

*Key takeaway: We are investing in our assets to improve our customer experience today, while also getting us ready for the future.*

FINANCIAL STEWARDSHIP
- Grow ridership by at least 2% (32.5 million riders) and ticket revenue by at least 3% ($2.31 billion).
- Improve our Adjusted Net Operating Loss level by at least 11% (to $165 million, excluding Short-Term Incentive).
- Increase our capital spend by 51% this year (to $2.11 billion)—with the clear expectation that all capital projects will be delivered on budget, on time and on scope.

*Key takeaway: We can and will take our growth to the next level.*
Amfleet I Equipment Gets a Refresh
Interior Overhaul Will Improve the Customer Experience

This month, customers will start to experience a new look and feel when they ride on an Amfleet I coach. Amtrak is investing in an extensive overhaul of its train interiors on more than a dozen popular services operating in the Northeast and Midwest, aimed at introducing a more modern, more comfortable experience for customers.

The major improvements include new seat cushions; new carpeting; new LED lighting; new flooring; upgraded wainscoting and bulkhead; new curtains in Business class cars; and redesigned galleys in the café cars. The total investment is valued at more than $16 million.

"Amtrak is committed to offering a premium customer experience and these modernized interior features are a marked improvement in the overall ambience on board," says Wick Moorman, Amtrak co-CEO. "The upgrades offer customers what they told us they want during their travels—a more comfortable, refreshed look and feel."

The Amfleet I equipment includes more than 450 Amtrak coach, business and café cars across the national network and forms the backbone of many of our state corridor services—the fastest growing segment of Amtrak’s business.

The new interiors will be on the Northeast Regional, Vermonter, Downeaster, Empire Service, Maple Leaf, Adirondack, Ethan Allen Express, Keystone, Pennsylvanian, Carolinian and Springfield Shuttles. In the Midwest, customers will find upgrades on the Illinois Service, Hiawatha, Missouri River Runner and Michigan services.

The refresh will take approximately nine months to complete and customers can expect a progression of upgrades during that time, with the following approximate delivery schedule:

- Fall 2017: Installation of Business class carpets and cushions, Coach class carpets and cushions, LED lighting and upgraded restrooms.
- Winter 2017: Continued installation of carpets, cushions and LED lighting. First installations of Business class curtains, refreshed wainscoting and bulkhead and refreshed café cars.
- Spring and Summer 2018: Final installations of all items.

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Amfleet I Retrospective

First introduced in 1975, the Amfleet I coach and café cars are recognized by their rounded, tubular stainless steel bodies and aerodynamic fluting. Check out this historic retrospective of Amtrak interiors though the years, which was published as a slideshow in the Sept. 28 edition of USA Today and is also available at history.amtrak.com/blogs/blog/amfleets-new-look.
Amfleet Refresh Reflects Vision for a More Comfortable Ride

Behind the scenes, Amtrak employees spent countless hours making sure the refreshed equipment would have an immediate impact on our customers. Collaborations between several teams—including Mechanical, Procurement, Marketing and NEC Business Development—have helped usher in a new and improved design for the Amfleet I equipment, which customers will begin to experience this fall.

Some of the challenges for the teams included completing the project on such an accelerated timeline; integrating the new materials with the existing components on the cars; and, most notably, the intense amount of coordination and uncharted territory that the project posed for the company. But with these challenges came an opportunity to refurbish equipment that had not been updated in more than 15 years and to provide customers with a more luxurious travel experience.

Changing the Look and Feel of the Interior

Comfort, visual aesthetics and durability were some of the factors that were considered during the decision-making process to change the design. Prototypes were made of the new seat cushions; carpeting; LED lighting; restroom flooring; curtains in Business class cars; upgraded wainscoting and bulkhead; and redesigned galleys in the café cars.

Duncan Copland, senior manager, and Seth Geist, senior industrial designer, led the efforts for the Industrial Design team within Mechanical. The group first looked at how they could make the seats more comfortable. Between the two of them, Copland and Geist produced at least 50 black and white concept sketches by hand before they developed the seat cushions. Next, they had a company produce about 8-10 prototypes to choose from.

“The biggest impact when you walk on a car is the seat,” Copland says. “We felt that if we really wanted to make a noticeable change, we should focus on them. We also felt that it would be advantageous if we could offer customers more lumbar, shoulder and head support in the new cushions.”

To accomplish this, the team changed the cushion construction, adding a curved and rounded top, which Copland says was intended to give the seat a more sculptured look. Synthetic leather replaced the fabric, allowing for more breathability. Inside the dress cover is now a quarter-inch of foam that adds more padding. A blue swath in the upper middle portion of the Business class seats distinguishes it from Coach class, although the physical contour is the same. With more of a focus on the seams, ribbing and stitching, the team felt the new seat design and material would offer a higher-quality look.

Employees at Ivy City install new carpeting into Coach class cars.
In addition to changing the look and feel, the team evaluated the longevity of the new material for the cushions, carpet, wainscoting and bulkheads. The synthetic leather on the cushions is easier to clean and has about an eight-year life cycle, while the material for the carpet will help prolong its life span. Because the existing carpets soiled very quickly, the team chose a material called Antron, type 6.6 nylon, which is a higher-performing material that is easier to clean and presents a considerable long-term cost-savings for Amtrak.

“We developed roughly 20 types of carpet prototypes working with yarn colors to hone in on a pattern that would work well with the existing material palette,” Geist says. “We went with the Antron because of its stain resistance.”

Before rolling out the refreshed look, a mock-up car was previewed in Ivy City. After the designs were approved, crews worked quickly to start installing the new materials, while Marketing ensured that the new palette was consistent with the Amtrak brand.

**Collaborations Across the Enterprise**

The success of this accelerated project is due to a collective effort and commitment from departments across Amtrak. This effort and commitment included the use of turnaround facilities that had never completed work like this, along with scheduling and managing the additional work in our facilities. The work also required existing contract extensions, special warehousing and training, many long nights for employees and coordination with Operations to constantly monitor the more than 450 cars in inventory on the East Coast and in the Midwest. This was also the first time that the Mechanical department worked with the Enterprise Project Management Office.

“We completed multiple multi-million dollar procurement contracts in record time to source acres of material at rates our vendors have never before produced for us and we’ve created just-in-time schedules for both inbound material and outbound recycling shipments to ensure our existing facilities weren’t overwhelmed,” says Derek Maier, senior manager in the Mechanical department and the project lead. “The leaders from those groups have gone above and beyond in adding to an already full work schedule to see this through.”

**A Sense of Pride**

The work will progress this fall and winter, as employees continue to install the cushions, carpets and LED overhead and cove lighting. The existing restroom floors will be replaced with a seamless one-piece rubber material to match the new color scheme. The wainscoting and bulkheads will be replaced with vinyl. The final installations are expected to be completed next summer.

Lee McKinney, senior process manager in Mechanical and the project manager for the project, has noticed something as he visits the sites where employees are working on the equipment—an overall pride of accomplishment. Says McKinney, “They are enthusiastic about their engagement on this project and that’s a great thing to see!”

Geist agrees. “This is the ultimate team effort and we are very proud that we’re able to push our fleet to another level,” he says. “Our team has been working really hard to get this completed. We hope it will be an even more pleasant experience for our customers.”

“This whole undertaking has been a great collaborative effort between the Mechanical and NEC Business Development departments,” adds Alison Simon, director in NEC Business Development. “Watching the men and women in Mechanical come up with a plan and then execute an innovative solution to refresh these cars in under 12 months has been amazing to watch. And the best part is watching the surprise and delight on our customers’ faces as they walk into a refreshed car.”
The Host Railroads Group is a vital part of the enterprise, as it manages the business and strategic relationships with Amtrak’s host railroads—including the Class 1 freight railroads BNSF, Canadian National, Canadian Pacific, CSX, Norfolk Southern and Union Pacific. Known throughout Operations as HRG, the group has 10 employees who are split between Philadelphia and Washington, D.C.

“Outside of the Northeast Corridor (NEC), Amtrak operates by agreement on freight, commuter and other rail lines,” says Jay Fox, HRG’s senior director. “Seventy-two percent of all miles traveled by Amtrak trains are on tracks owned by other railroads.”

Collaborating with Amtrak Operations, Government Affairs, Engineering, Planning, Scheduling, Real Estate, Finance and General Counsel, HRG charts a diverse and challenging course to ensure Amtrak’s contractual access to host railroad property. The group also creates programs to monitor, report and improve on-time performance.

Cross-Organizational Leadership - Roanoke

An excellent example of HRG’s contributions is the renewed connection between Lynchburg and Roanoke. After four years of development and a 38-year hiatus, the Roanoke service owes a sizable part of its renewal to the Host Railroad Group’s cross-organizational leadership.

“The host agreements with Norfolk Southern, which made Roanoke possible, were negotiated by our group,” says Carol Boehm, principal of Host Railroad Development. Boehm was the lead on drafting the license for the platform and maintenance facility in Roanoke and worked closely with Amtrak Engineering, reviewing the final facilities and platform and assessing compliance with the Americans with Disabilities Act.

“The internal partnership with HRG has been flawless, and is critical when operating outside the NEC on state-supported routes,” says Jay McArthur, senior manager, State Corridors.

24/7 Availability

While HRG’s efforts often begin years before a change in Amtrak service, the group receives calls well after business hours to resolve operational issues. “Our group can negotiate under surprise deadlines,” says HRG’s Kerry Hannah, principal Host Railroad Development.

“On several occasions we’ve had to modify agreements for the operation of trains already en route.”

HRG’s readiness extends beyond emergencies. On Aug. 21, Amtrak operated special services for passengers traveling to observe the eclipse. These included the Eclipse Express in Illinois and additional Amtrak Cascades frequencies in Oregon. The Illinois train required an agreement with Canadian National (CN) that was finalized shortly before Amtrak’s announcement deadline for the special service.

“CN was adding a train, so all parties had concerns about whether we could get it to Carbondale, for an event that absolutely required an on-time arrival,” says HRG Director Jim Blair.

HRG inked the deal and more than 400 enthusiastic passengers arrived on schedule in Carbondale, as well as the Oregon State Fairgrounds, for a unique experience. “The Host Railroads Group members are the unsung heroes, producing wins in difficult situations,” says Joe McHugh, Amtrak’s vice president of State Supported Services Business Development.
Working on the Northeast Corridor

HRG also provides support when freight carriers utilize Amtrak property, particularly on the NEC. The New Haven-Hartford-Springfield (NHHS) Rail Program is a broad partnership between multiple states, Amtrak and the Federal Railroad Administration, to provide high-speed rail service. The NHHS effort has required HRG’s involvement for the relocation of jointly-used track, preserving freight service levels, planning numerous track outages and facilitating a number of turnout projects planned with Connecticut’s Department of Transportation.

Working with Jane Brophy, lead host railroad specialist, Tim Sullivan, senior manager, Capital Construction, says that “HRG provides Amtrak Engineering with an agreement framework necessary to engage with the freight carriers. I can always count on the group to provide assistance in a professional and timely manner.”

Monitoring and Improving Performance

“The other half of the host railroad story is performance,” says Jason Maga, a senior manager in HRG. “We measure on-time performance in many ways, but all of those metrics require an accurate method of identifying delays.”

HRG’s Al Walton, project manager III, and Kelly Cunningham, lead host railroad specialist, help implement Electronic Delay Reporting (eDR), the digital-age application that replaced traditional paper-based reporting. Amtrak conductors now track delays with a hand-held device, providing accurate, near real-time train monitoring. To facilitate the transition, Walton and Cunningham rewrote delay reporting instructions and led training classes. “eDR has allowed Amtrak to more efficiently provide our host railroad partners with information to monitor Amtrak train performance on their lines,” says Cunningham.

Walton, who has been with Amtrak since 1976, is HRG’s resident delay reporting and scheduling expert. “For performance, the easy yet usually incorrect answer to improving schedules is to add more time,” says Walton. “The better approach is gathering reliable delay data, which can then be used productively to improve performance.”

HRG also collaborates with Amtrak scheduling, local Amtrak operations and host railroads to evaluate and recommend schedule changes to improve the on-time performance at stations as well as recommend operational changes to reduce delays. “Agreements provide the legal framework for Amtrak’s service on host railroads,” says Morgan Connell, the lead host railroad specialist and the HRG lead for a recently completed schedule change on the Pennsylvanian route. “But getting passengers to their destination on-time is equally important.”

Each month, Taz Warfield, senior host railroad specialist, combines the delay and on-time performance data into the Host Railroad Report that is distributed to all of Amtrak’s hosts, as well as the Federal Railroad Administration and the Surface Transportation Board. “Our federal partners are equally interested in good performance,” says Warfield.

Commitment to Excellence

Caroline Decker, Amtrak’s vice president of Government Affairs and Corporate Communications, adds that “HRG shows dedication and professionalism, while addressing challenging issues. It has always been my experience that the Host Railroads Group is tenacious and vigilant when it comes to advancing the interests of Amtrak, our passengers and our crews.”

HOST RAILROAD FAST FACTS

- 72% of Amtrak train miles are on tracks owned by other railroads (hosts).
- A passenger traveling from New York to Los Angeles could travel on up to 11 host railroads.
- HRG manages relationships with more than 30 different hosts.
- Prior to Amtrak’s creation, host railroads operated all inter-city rail passenger service.
- HRG services an agreement signed in 1891 for Chicago’s “Alton Junction.”
- On the Northeast Corridor, Amtrak is a host to numerous freight and commuter railroads.

HRG negotiated the host agreements between Amtrak and NS for the new Roanoke facility.
In January 2016, Amtrak launched the Amtrak Enterprise Program Management Office (EPMO), led by Vice President Sarina Arcari, PMP. Recognized with the Project Management Institute’s 2014 PMO of the Year Award and 2015 Kerzner Award for Project Management Excellence, Arcari brings more than 20 years of project, program and portfolio management experience to this new group. EPMO is tasked with delivering three primary services to the entire Amtrak enterprise:

- Developing and implementing One Amtrak Way for project management—including standardized methodologies, tools, templates, processes, policies and training.
- Capturing, reporting and analyzing enterprise project performance data to provide decision support to executive leaders in managing the broad portfolio of strategic investments at Amtrak.
- Assuring delivery of select enterprise projects and programs as directed by the Amtrak executive leadership team.

Through strong partnerships with all departments and functions, EPMO provides resources, guidance and delivery support for projects throughout the company. *Ink* recently spoke with Arcari to learn more about how EPMO staff supports the company.

**Why is project management so important to Amtrak?**

Arcari: There is so much exciting project work going on at Amtrak, and our customers, state partners and government funders are counting on us to deliver best-in-class service. EPMO offers services, tools, templates and training that empower the six Amtrak key pillars of people (our Amtrak team), strategy, customer impact, safety and operations, assets and financial stewardship. We are here to ensure that our projects and related programs are delivering their planned scope—on schedule and within budget—so that we continue to provide outstanding service to our customers.

From the renewal work at New York Penn Station this summer to the launch of the Acela Express 2021 service, EPMO is here to help Amtrak employ best practices in project management.

**Can you tell us about your experience prior to joining Amtrak?**

Arcari: I previously worked in the health care industry for Aetna, Cigna, Amerigroup and Anthem managing large and complex implementation projects, programs and portfolios. I’m very involved in the Project Management Institute (PMI), the global professional organization that sets the standard for project management best practices worldwide and issues professional credentials like the PMP (Project Management Professional). PMI helps me keep up with trends and best practices in the project management profession across all industries and nations. Since I’m relatively new to the transportation industry, I’ve built a team that combines project management excellence with previous Amtrak experience, and I’m enthusiastic about the strong group that we’ve put together. It’s clear to me that we have excellent people at Amtrak, who are passionate about our business and the services that we provide, and that’s one of the most important ingredients for successful project delivery.

**How is EPMO structured at Amtrak?**

Arcari: We have three teams in EPMO that work together to support Amtrak employees. Jenny Burg, PMP, leads the Enterprise Project Management Governance Team, which is responsible for establishing and implementing stan-
Arcari (right) meets with her leadership team onboard the Acela Express to discuss goals for the new fiscal year. Her leadership team consists of (L-R): Biancardi, Burg and Pfleckl.

Arcari (right) meets with her leadership team onboard the Acela Express to discuss goals for the new fiscal year. Her leadership team consists of (L-R): Biancardi, Burg and Pfleckl.

Celia Pfleckl, PMP, leads our Enterprise Project Management Delivery Team, which provides direct project management leadership for a portfolio of projects such as the Greenfield Project, the Enterprise ADA Program and the Enterprise Safety Learning Program. This team also tests all the tools, templates, training and standards that the Governance Team creates to ensure value, usability and applicability in real-world projects.

Melissa Biancardi, PMP, leads the Acela Express 2021 Program Management Office, which is responsible for ensuring delivery of the $2.45 billion program to advance our high-speed rail service in the Northeast Corridor.

What support can EPMO provide?

Arcari: EPMO’s SharePoint site is filled with a variety of services and supports that are offered to the enterprise. On our site, you will find video training modules that cover the essential Amtrak Standards for Project Management. All project managers will soon be required to complete these training modules, but Amtrak employees who want to learn more about project management best practices can view these free trainings.

If you are interested in obtaining a formal project management credential, Kirk Hiles, PMP, EPMO’s training program manager, offers PMP exam prep courses that accommodate both classroom and virtual participants.

More than 120 Amtrak employees have already participated in this course. You can also find standard project management templates to support all phases of your project. EPMO has two master schedulers who can assist you in evaluating an existing project schedule or help with teaching you basic project scheduling skills. And project management professionals can provide tips and advice to help you navigate project challenges. Soon, EPMO will be adding a step-by-step procedure guide and community of practice activities to help ensure the success of your projects here at Amtrak.

Please visit the EPMO SharePoint site at https://amtrak.sharepoint.com/teams/EPMO1/SitePages/Home.aspx or send an email to EPMO@amtrak.com if you have any project management questions.
Cheering crowds gathered in downtown Roanoke, Va., on Oct. 30 to greet the arrival of the inaugural Northeast Regional. Aboard the special train, which departed from Lynchburg, were representatives from the Commonwealth of Virginia, Amtrak and the city of Roanoke. Regularly-scheduled service between Roanoke and Boston began the following day.

The Roanoke stop, which consists of an accessible, high-level concrete platform with a canopy, is within easy walking distance of popular attractions including the Virginia Museum of Transportation, Taubman Museum of Art and the Roanoke conference center.

Amtrak, the Virginia Department of Rail and Public Transportation (DRPT) and the city partnered to bring intercity passenger rail service back to Roanoke following a 38-year absence. Amtrak last served southwest Virginia’s largest city with the Hilltopper (Catlettsburg, Ky.-Washington-Boston), discontinued in 1979 as part of a larger congressional mandate to streamline the Amtrak national system.

“The extension to Roanoke marks a milestone in the growth of Amtrak and passenger rail in Virginia,” CEO Wick Moorman said. “Rail service is a vital alternative in Virginia’s overall transportation solution. We look forward to continuing our partnership with DRPT and other cities to further expand rail service in the Commonwealth.”

When service to Roanoke was announced in summer 2013, then-Mayor David Bowers described it as the city’s “most important economic development activity.” Roanoke service is the fourth major expansion of Amtrak service in Virginia in the last decade. This continued progress has in part been achieved through more than $100 million in strategic investments made by Virginia in Norfolk Southern rail infrastructure. Virginia, as one of Amtrak’s state partners, also helps fund Northeast Regional service within its borders.

In 2009, a roundtrip Northeast Regional train was extended south from Washington to Lynchburg and five intermediate communities. Population growth in the region, which includes part of the Shenandoah Valley, and increasing congestion on Interstate 81 and Route 29, suggested corridor-style passenger service would be an attractive travel alternative.

Within its first year, the new Lynchburg service accommodated more than 126,000 trips—a 147-percent increase over the initial estimate of 51,000. Through 2016, ridership grew 46 percent to reach nearly 185,000 annual trips. Building on this early success, DRPT added a Northeast Regional frequency between Washington and Richmond in 2010. Two years later, rail service was also restored to Norfolk for the first time since 1977, complementing existing service to Newport News on the north side of the Hampton Roads area.

The return of passenger rail to Roanoke builds on its heritage as a major railroad hub for southwestern Virginia. For a century, the city was headquarters for the Norfolk and Western Railway, which helped develop the coal fields of southern West Virginia and southwestern Virginia; it also operated passenger trains. Roanoke is today noted for its reenergized downtown, home to a variety of museums, restaurants, businesses and new housing.

Visit History.Amtrak.com to learn more about previous Amtrak service to Roanoke.
Congratulations to All of You!

20-YEAR ANNIVERSARY
August 2017
MARK ANDERSON
Shelby Crew Base
JERRY ANGLE
Washington Union Station
BRIAN APPELLATE
NW Base
ROBERT BATES
Southampton St. Yard
DENNIS BOLLERS
Auto Train Lorton Station
MICHAEL BRANDON
Boston South Station
MAURICE CAREY
Newport News Station
FREDERIC CARROLL
Portland, OR Station
JERRY CHANDLER
Philadelphia 30th Street Station
STANFORD CLINE
San Diego Station/ Mechanical
STEVEN COLAJEZZI
Philadelphia 30th Street
THACH DANG
Butler Bldg., Washington, DC
RODNEY DAY
Auto Train Lorton Station
ANTHONY DORSANEO
Philadelphia 30th Street Station
MICHAEL ESTRADA
Los Angeles Offices
ZELDA ESTREMENTA
Miami Mechanical Yard
JOSEPH FEMIA
New York Penn Station
BRIAN FESSEY
Trenton Station
LEIGH FINKLE
New London Station
RANDALL FORSTENHAUSER
NW Base, North Brunswick, NJ
VICTOR GALLOWAY
New York Penn Station
CHARLES GARY
Southampton St. Yard
LUCAS GARZA
Albuquerque T&E Crew Base
SHAWN GEHRING
Chicago Union Station
AARON GILBERT
Baltimore Station
ROBERT HALL
Boston South Station
MARK HARVILL
Renaissance Building, Wilmington, DE
PAUL HEITMANN
NY Sunnyside Yard
JOSEPH HORVATH
New York Penn Station
RICHARD KOWALESKI
New York Penn Station
ERIC LEWIS
Baltimore
JACQUELINE LIPPERT
CA Reservation Sales Office
JACQUELINE MARTINEZ-LIEBERMAN
NY Sunnyside Yard
RUZBEH MEHTA
Albuquerque T&E Crew Base
STEVEN MINKEMA
CS & Construction, Linden, NJ
JAMES MITCHELL
Baltimore Station
RAY MOORE
Washington Union Station
JOSEPH MORRIS
Chicago Offices
PAUL MURPHY
Boston South Station
CLAYTON ONNEN
Pontiac Crew Base
RODGER PARKHURST
Trenton Station
DAVID PATERSON
Miami Mechanical Yard
PASQUALE PEPE
New York Division HQ
KURT PIPENHAGEN
Milwaukee Station
JASON RAMOS
New Haven Station
PENNY RICE
Boston South Station
CALVIN SARGEANT
Transportation Bldg., Washington, DC
KIMBERLY SLAUGHTER
LA Commissary
RICHARD WEST
Southampton St. Yard
September 2017
GLENDA ALSTON
Amtrak Corporate HQ, Washington, D.C.

25-YEAR ANNIVERSARY
August 2017
DARDANUS ANDERSON
New York Penn Station
ROBERT BAKER
San Antonio Offices
THERESA BANCHARAN
NY Sunnyside Yard
KEITH BLUM
Jacksonville Station
GERALD CATURANO
New Haven Station
MICHAEL CHASE
Ivy City Maintenance Facility
STEPHEN CHERRY
New York Penn Station
LINDA FERRYMANN
CA Reservation & Sales Office
MARTHA GAMIZ
Los Angeles 8th St. Coach Yard
STANLEY HUNT
Redondo Junction Engine House
LISA JOHNSON
NY Sunnyside Yard
MAREK KURACZYK
W. Oakland Maintenance Facility
GARY LOZOWSKI
MOW Base Hamden, CT
THE LY
Ivy City Maintenance Facility
ANTHONY MALTESE
New York Penn Station
JULIE MERTZ
CA Reservation & Sales Office
KENDRA MONROE
Chicago Locomotive Shop
MARY MONUTEAUX
Rensselaer Mechanical Facility
ALEXIS PATE
Washington Union Station
MAXIMO RODRIGUEZ
NY Division HQ
PHILLIP TURNER
Wilmington Shops
DOUGLASS WEBB
Hartford Station
GREGORY WILLIAMSON
CA Reservation & Sales Office
TOM CATURANO
New Haven Station
 unfolding
Michael Chase
AFC Advertising

Employee Milestones

Congratulations to All of You!
Employee Milestones

Congratulations to All of You!

PETER CLEARY
Boston South Station

FRANCIS DAVIS
Richmond Station

THOMAS FRANZA
VA Railway Express

RON HYATT
San Diego

Station/Mechanical

JOHN JOHNSON
W. Oakland Maintenance Facility

OZIAS JOHNSON
New York Penn Station

Simmie Kinney
NY Division HO

Karl Kubicka
NY Sunnyside Yard

Stephen Lloreda
New Orleans Station

Leora Lopez
PA Reservation & Sales Office

Marcia McFadden
PA Reservation & Sales Office

Mark Moore
NY Division HO

Tina Motley
Richmond Station

Alexander Pavlenko
Chicago Locomotive Shop

Jack Pugh
Salt Lake City Crew Base

Eduardo Salas
Redondo Junction Engine House

Robert Sweet
Wilmington Shops

Peter Tomassello
NY Sunnyside Yard

Robert Torma
Sacramento Station

Shane Tuffy
Chicago Locomotive Shop

Lenny Walker
Reno Station

Yann Zimerfeld
Chicago Offices

30-YEAR ANNIVERSARY

August 2017

Kevin Bishop
Bear Car Shop

Thomas Brazda
New York Penn Station

Neil Dicks
NY Sunnyside Yard

Yolanda Douglas-English
Los Angeles Offices

Thomas Fracassi
St. Cloud Station

Rosi Garcia
Los Angeles Offices

Eric Gaspenheimer
NW Base North

Brunswick, NJ

Lisa Gavin-Peele
Philadelphia 30th Street Station

Jerry Higa
CA Reservation & Sales Office

Virginia Hunter
Rensselaer Station

Leroy Jeffers
Transportation Bldg.
Washington, D.C.

Lynetta Purcell
Miami Station

Cynthia Rauch
Jacksonville Station

Dominick ROCKI
PA Reservation & Sales Office

Bryan Sandler
Sacramento Station

Louanne Shaw
Boston South Station

Roy Smith
Quad Ave. M/W Base

Baltimore, MD

Michael Thompson
Transportation Bldg.
Washington, DC

HeLEN WICKERSHAM
Philadelphia 30th Street Station

Luis Zepeda
Los Angeles Offices

September 2017

Donald Batts
Rocky Mount Station

Pamela Bunch
Ivy City Maintenance Facility

John Cullinan
Wilmington Station

Michael DeAngelo
Cnoc

Michael Fisher
Beech Grove Maintenance Facility

DeroY flowers
Transportation Bldg.
Washington, D.C.

Linda Gaston
Chicago Union Station

Ben Heinstra
Chicago Union Station

Donna Myers
Cnoc

Don Patino
San Diego Station/Mechanical

Kenneth Pettit
Wilmington Shops

TyronE richardson
Philadelphia 30th Street Station

Joseph Robbins
New York Penn Station

Tuliva Salone
Los Angeles Offices

Joseph Schamet
Los Angeles Offices

Barbara Sweet
PA Reservation & Sales Office

Evelyn Thrum
El Paso Station

Frank Urbaniak
Seattle Mechanical Yard

Desnal Vickers-Foyolle
Chicago Crew Base

David white
Cnoc

Garrett Wilson
Brighton Park Faculty

James Wright
Lynchburg Station

35-YEAR ANNIVERSARY

August 2017

Patrick Gallagher
Wilmington Shops

Donald Greer
Bear Car Shop

Angela Harden
Wilmington Station

Jeffrey Manlove
Bear Car Shop

David Showalter
Oakland Station

Teresa Slimbock
NW Base, North Brunswick, NJ

Colleen Socket
Amtrak Corporate HQ,
Washington, D.C.

September 2017

Michael Adams
Washington Union Station

Yvette Cunningham-Christon
Los Angeles Offices

Michael Fewster
Perryville M/W Base

William Gardner
Cnoc

Grace Manuel
Chicago Crew Base

Gina Puebla
Los Angeles Offices

Virginia Romer-Hoyt
Old Saybrook Station

40-YEAR ANNIVERSARY

August 2017

Peter Drzymala
Rensselaer Mechanical Facility

John Eshbach
Philadelphia 30th Street Station

William Lighty
D.C. Coach Yard

Vincent Zagorski
Amtrak Corporate HQ,
Washington, D.C.

September 2017

Brian Dallas
Washington Union Station

Gary Gilbert
New Haven Station

Joseph Sheehan
Lancaster Station

Retirees

August 2017

Omar Adames
New York Penn Station

I. Suzi Andiman
Work From Home/Non-Call Center

Clarence Armstrong, Jr
NY Division HQ

Ferdinando Ascoli
New York Penn Station

Bruce Ashley
New Orleans Station

Armando Avila
Brighton Park Facility

Bessette, William
Providence Station

Larry Brown
NW Base
North Brunswick, NJ

Barbara Bruce
Chicago Offices

Sharon Burnette
CA Reservation & Sales Office

William Carroll
Perryville M/W Base

Scott Chapin
Raymond Plaza West

Newark, NJ

Peter Chu
W. Oakland Maintenance Facility

Lois Cotant
Seattle Transportation Bldg.

Edmund Cuneo
Southampton St. Yard

Kevin Dang
Cnoc, Justison Office

Gary Dellinger
Quad Ave. M/W Base

Baltimore, MD

Jeffrey Deloney
Ivy City Maintenance Facility

Mark Dipace
Rensselaer Station

William Dooling
NW Base
North Brunswick, NJ

Steven Ertel
San Diego Station/Mechanical

David Flynn
New Haven Station

John Foulks
Trenton Station

Lisa Giovarelli
Renaissance Building

Gregory Glasper
LA 8th St. Coach Yard

Herbert Graham
New York Penn Station

Charles Green, Jr
Boston South Station

Brian Gregg
Lancaster Station

Raymond Plaza West
Congratulations to All of You!

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Butler Bldg.,
Washington, D.C.

BETTY HAYMER
Brighton Park Facility

BARRY HECHEMTHORN
Washington Union Station

GEORGE HNATOWICZ
Conn Dot Commuter

DANIEL HORNUNG
NW Base
North Brunswick, NJ

LAURENCE HURLBURT
Philadelphia 30th Street Station

WILLIAM JONES
Washington Union Station

ISAIAH JOYCE, JR
Southampton St. Yard

WALTER KEMBLE
Philadelphia Coach Yard

WILLIAM KENNEDY
CNOC

BARNABAS KISH
New York Division HQ

ESTHER LATINER
Chicago Mechanical & Terminal Offices

MICHAEL LEONETTI
C&S HOL
Wilmington, DE

EDWARD MACZYNSKI, JR
Wilmington Shops

JOHN MARENOHLZ
Providence MOW Base

RICHARD MARSHALL
San Luis Obispo Station

DONALD MCCARTY
Trenton Station

THOMAS MCCLINCHY
New York Penn Station

DIANA MCCRAY
T&E Toledo Crew Base

MICHEL McLaughlin
Perryville M/W Base

TERRENCE MCGILL
MOW Base Hamden, CT

MICHAEL MCGINLEY
Philadelphia 30th Street Station

SCOTT MEIK
Beach Grove Maintenance Facility

DAVID MILAZZO
Hollywood Station

DENNIS MOORE
Seattle Transportation Bldg.

FRANK MOSSMAN
Providence MOW Base

RICK MURDOCK
Charlotte Station

GEORGE NETTERVILLE
New Orleans Maintenance Facility

STEWARD PARKS
Ivy City Maintenance Facility

JOHN POKOISKI
Wilmington Shops

DIANA PRETTY
Washington Union Station

JACK PULLEY
Providence Station

EMORY QUILDEZ
Charlotte Station

DAVID REZENDEZ
Chicago Offices

DAVID ROSADINO
Mechanical Office

DERICK ROUSSEAU
Philadelphia Coach Yard

GEORGE RUDAR
Chicago Locomotive Shop

DAVID SAXON
Bear Car Shop

JANET SCHLOTHAUSER
Albuquerque Station

RICKY SERFAS
Brighton Park Facility

RICKY SMITH
Perryville M/W Base

DOMINIC SPINALE
Boston South Station

NANCY UNGER
CA Reservation & Sales Office

ERNEST VOZZELLA, JR
Boston South Station

PATRICK WASHINGTON
Wilmington Shops

LINDA WILLIAMS
CA Reservation & Sales Office

September 2017

DAVID ARCHAMBO
C&S HQ Wilmington, DE

MARC ASSELIN
Providence MOW Base

BEN BARNES
Denver Station

MARVIS BELL
Chicago Union Station

BARRY BERGER
Wilmington Shops

JOHN BLANAR
Transportation Bldg.,
Washington, D.C.

Rickey BURTON
Beach Grove Maintenance Facility

JUDAH BUTLER
Ivy City Maint. Facility

ROBERT BUTTERFIELD
Southampton St. Yard

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Rensselaer Mechanical Facility

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Metrolink San Bernadino Crew Base

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Los Angeles Offices

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Transportation Bldg.,
Washington, D.C.

MARIO ESTRADA
Los Angeles 8th St. Coach Yard

HERLAND FRIAS
Philadelphia 30th Street Station

STANLEY HARDIN
Chicago Union Station

PAUL HIGGS
Richmond Station

JOSEPH JACKSON
Chicago Union Station

MICHAEL JOSEPH
NY Sunnyside Yard

DAVID KEELEY
Wilmington Station

NORMA KIRBY
Work From Home Non-Call Center

SOPHIA KOUTSIKOS
Seattle Transportation Bldg.

DAVID LAIRD
MOW Base Hamden, CT

BETTY HAYMER
Ivy City Maintenance Facility

DIANA PRETTY
New York Penn Station

THOMAS PRETTON
Washington Union Station

WILLIAM POKOISKI
Wilmington Shops

FRANK PRETTON
Southampton St. Yard

JEFF PRETTON
Washington, D.C.

WALTER PRETTON
Chicago Union Station

BARRY REZENDEZ
Charlotte Station

GREGORY MANNING
Redondo Junction Engine House

MARGIE MAZZOCHIA
Southampton St. Yard

RAY WILLIAMS
Chicago Mechanical & Terminal Offices

STEFAN McCULLOCH
Chicago Mechanical & Terminal Offices

STEVEN WILSON
Perryville M/W Base

GERARD ZIPOLI
Miami Mechanical Yard

NANCY ZOLNAK
PA Reservation & Sales Office

GERWYN LETTSONE
Chicago Crew Base

ANNA LEWIS PANNA
New Orleans Station

JUNE LINDSEY
Wilmington Shops

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Washington, D.C.

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New Orleans Station

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Miami Mechanical Yard

NANCY ZOLNAK
PA Reservation & Sales Office
In late 1973, Amtrak ordered from the Budd Company the first 57 of 492 Amfleet I cars. Amtrak had been modernizing older cars from its predecessor railroads since 1971. This included upgrades to car systems and the installation of new interior decor. While this work was underway, Amtrak began planning for the purchase of brand new stainless-steel equipment.

The first of the new single-level Amfleet cars went into revenue service on Aug. 7, 1975, on the Statesman (Washington-Boston). Four days earlier, Amtrak invited employees and their families on a test run between Washington and Philadelphia to gauge reactions to the car interiors and the ride quality. In advertisements, the company touted the Amfleet’s “dual temperature control system…plush carpeting…and wider, more comfortable reclining seats to relax in.” As seen in this image taken from a 1976 brochure, coach seats were originally covered in a multi-hued, floral-inspired textile.

After more than four decades, the gleaming Amfleet has itself become a symbol of Amtrak, and is now getting a new look for its next phase in life.

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