



## Amtrak® Board of Directors Public Meeting – Attendee Q&A

St. Louis, Dec. 1, 2022

Amtrak Board Chair Tony Coscia hosted a public meeting in St. Louis on Dec. 1, 2022. He was joined by members of Amtrak's Board of Directors and Executive Leadership Team to review the company's performance in FY 2022 and our goals for FY 2023.

Meeting materials are available on [Amtrak.com](https://www.amtrak.com), and below is a list of questions that Coscia and Amtrak officials answered from the public.

### **Q1. Will Chicago Union Station renovations integrate with the old station? It has always felt neglected functionally.**

*A1. Jeannie Kwon, VP Major Stations, Capital Delivery:* Yes, absolutely. Amtrak has invested significant capital resources into the historic Chicago Union Station (CUS) headhouse building over recent years. The IIJA funding is an opportunity for Amtrak and its partners (Metra commuter rail, City of Chicago and others) to now focus on the train concourse side of the facility.

The CUS Concourse Improvement project is intended to modernize and expand the existing passenger concourse, while also provide a seamless transition to the existing headhouse building. By removing the unnecessary walls, offices and former baggage counters in the valuable space between the north and south trainsheds, the concourse project will improve passenger circulation, wayfinding, safety, accessibility and overall satisfaction. Amtrak is in the process of procuring a Designer of Record for this important project.

### **Q2. Why not bring one of your next board meetings to a city without service, like Columbus, Ohio? It would give board members a chance to meet and hear from local officials and civic leaders who are pushing to revive passenger rail service.**

*A2. Eldie Acheson, EVP and General Counsel & Corporate Secretary:* This is an interesting idea and will be passed on to the Board of Directors for consideration.

### **Q3. Amtrak's Board of Directors lacks representation for both rail labor and for those of us who advocate on your behalf. Have you considered adding these types of representation?**

*A3. Eldie Acheson:* Amtrak does not control its corporate governance, nor does the company select Board of Directors members. Rather, Congress created Amtrak and its corporate governance, including the company's Board of Directors, in legislation enacted in 1970, and Congress has since periodically revised requirements for the Board and its Directors. Currently, the law does require that there be a representative of labor on the



Board; further, if passenger rail advocates outside of Amtrak wish representation on the Board, making that desire known to Congress is the best bet.

**Q4. How many times in the last five years have board members and executive leaders ridden an overnight Long Distance train? Do they use [Amtrak.com](https://www.amtrak.com) to make their reservations and purchase tickets, or do people on their staffs do this?**

A4. *Eldie Acheson*: Many times, for both Directors and executive leaders at Amtrak. The Amtrak Corporate Secretary's office usually makes reservations for Directors as part of our support of Board travel; executive leaders use a variety of methods.

**Q5. Do you have plans to offer paper schedules so people can easily see where trains stop, where trains go, and what time they leave each stop?**

A5. *Kerry McKelvey, VP, Marketing*: Thank you for the question. Several years ago, we replaced our printed timetables with up-to-date schedules on [Amtrak.com](https://www.amtrak.com) and the Amtrak mobile app. By transitioning paper timetables to real time schedules on [Amtrak.com](https://www.amtrak.com) and the mobile app, we are able to capture schedule adjustments and provide the most accurate information to our customers. In addition to providing the best information, we are able to eliminate printing and shipping costs of paper timetables.

**Q6. Why not use only traffic lights at grade crossings? Red-red lights are not relevant today.**

A6. *Steve Predmore, EVP, Chief Safety Officer*: The installation of active warning devices (flashing lights or flashing lights with gates) at a crossing is determined by state authorities. Similarly, which crossings warrant the presence of active warning devices is also dictated at the state level. Each state has a budget and uses its own formula to prioritize crossing improvements. The following criteria are generally included:

- Vehicle traffic count at the crossing.
- Types of vehicles using the crossing.
- Number of daily trains each way.
- Collision history at the crossing.

Amtrak is actively working with key stakeholders to identify opportunities to effectively standardize the types of grade crossing protection present at grade crossings across the country.

**Q7. Why does Amtrak sound the train horn coming into a station at 60 mph when there is a public address system at the station that can tell people "Step Back, a train is coming"? Sometimes the horn is sounded, sometimes not. A "toot" is ok? There is no consistency to this.**



A7. *Steve Predmore*: The requirement for locomotive engineers to sound the locomotive whistle are dependent on several safety related criteria which may or may not be visible to passengers or the general public. Some specific examples of scenarios when the locomotive horn must be sounded are:

- The horn must be sounded when the train is approaching and within ¼ mile of a public highway or pedestrian crossing at grade.
- The horn must be sounded when persons or livestock are on or near the tracks.
- The horn must be sounded when approaching employees and equipment working on or near the tracks, regardless of any whistle prohibitions (which includes operating near stations).

In addition, the locomotive whistle is also used as an audible signal to railroad employees when certain railroad operating conditions exist.

**Q8. As we see tech continue to play a larger role in the innovations of trains, customer service and ridership experience, how is Amtrak preparing for the support and security of these new innovations?**

A8. *Christian Zacariassen, EVP, Digital Technology & Innovation*: The asset life cycles of digital technologies are much shorter than the mechanical assets they support. Our trains, stations and other infrastructure have a growing number of digital components, which will require continuous refresh and update. To support this, we're building teams that will plan maintenance, refresh and security programs to ensure a current and supportable digital infrastructure over the life of our significant assets.

**Q9. According to compensation data on file with the Surface Transportation Board, 383 Amtrak executives were paid an average of \$411K in 2021. How could this be given your failure to maintain the Long Distance fleet in a state of good repair?**

A9. *Nathan Counts, AVP, Total Rewards*: We are working diligently on bringing our infrastructure to a state of good repair, which includes updating and modernizing our fleet. We are continuing to invest in locomotive power for the Long Distance network by purchasing additional ALC-42 Charger locomotives through Infrastructure Investment and Jobs Act (IIJA) funding. We're upgrading Long Distance equipment by putting \$28 million toward interior refreshes of 400+ bi-level Superliner® cars, and design is under way for a similar interior refresh for 50 single-level Viewliner® I sleeping cars. And in December 2022, we issued a Request for Information (RFI) to vendors to advance a new Long Distance fleet procurement.

The data reported to the Surface Transportation Board for "Executives, Officials and Staff Assistance" is primarily comprised of non-executives – including regional managers and managers directly supervising train and yard operations. Amtrak has nearly 4x fewer executives than the data you cite.



All that said: Amtrak is just like any other company. If we are going to recruit and retain the talent we need to deliver on our goals, we need to offer a competitive level of total compensation. We achieve this competitiveness in large part due to our Short-Term Incentive (STI) plan, which we introduced in 2013 after closing our retirement plans to new management employees. STI is similar to more market-prevalent and private-sector like incentive plans that reflect and recognize performance rather than offering post-employment benefits that were provided regardless of corporate performance. In Fiscal Year 2021, the Amtrak team delivered strong operational performance, despite supply chain challenges. We achieved a five-year low in Amtrak-controllable train delays; we achieved our best customer satisfaction scores ever; we significantly exceeded our financial commitments for the year, based on our plan; and we invested more capital into our assets than ever before.

Our experience with STI has been that it helps drive strong performance, while also being fiscally responsible. Any incentive awards earned since 2013 have been offset by the changes to our retirement plans, with an estimated savings of over \$1 billion in future expenses. As an important reminder, the use of employee incentive plans has been recommended by the Government Accounting Office and Congress under Section 223 of the Passenger Rail Investment and Improvement Act of 2008.

**Q10. Why were recent Amtrak management bonuses largely based on spending cuts despite the revised mandate from Congress to maximize service instead of reducing required subsidies? What are the management bonus metrics for the current fiscal year?**

A10. *Nathan Counts:* Amtrak's Short-Term Incentive (STI) plan is designed to reward employees based on the achievement of individual goals as well as contributions toward company goals aligned with the board-approved Annual Operating Plan. For Fiscal Year 2021 that included a financial metric focused on minimizing controllable expenses, which was a focus for Amtrak and other transportation companies during the COVID-19 pandemic. More recently, and as a result of focusing on our customers' satisfaction and minimizing delays in the last six months of FY 2022, overall ridership was around 85% of pre-COVID-19 levels. We expect ridership and revenue to rise above 90% of pre-COVID-19 levels by the end of FY 2023.

For FY 2023 (and FY 2022), the corporate STI goals focused on critical business elements on which employees had a direct impact: increasing our revenue and controlling our expenses, making sure our customers were satisfied while operating safely, and running on time by minimizing delays. We measured these respectively through Adjusted Operating Income (AOI), Customer Satisfaction (CSI) and Amtrak Caused Delay Minutes Per 10,000 Train Miles (ACD). For FY 2023, Amtrak's corporate goals place equal weighting on our financial metric (50% AOI) and customer and operational metrics (50% = 30% CSI + 20% on ACD).

**Q11. While recognizing that the details of individual executive bonuses may be confidential, will the board commit, in general terms, to using passenger service-focused targets as criteria for executive bonuses as well as cost**



**reduction and revenue targets? Such customer-focused targets could include targets for completion of passenger car repairs and upgrades or targets for timely restoration of certain passenger services, such as full cooked-meal dining service on Long Distance trains.**

A11. *Nathan Counts:* We're focused on both. For FY 2023, Amtrak's Board of Directors is placing equal weighting on our financial metrics (adjusted operating earnings – cost, and revenue) and passenger-focused metrics (increasing customer satisfaction and minimizing Amtrak-caused delays). Our Amtrak executives also have additional metrics on increasing ridership, maximizing cost and revenue along the Northeast Corridor, and deployment of capital to maintain and improve our service.

**Q12. When is Amtrak going to restart the Adirondack®?**

A12. *Ray Lang, VP, State Supported Services:* We anticipate that the Adirondack will resume operations to Montreal in April 2023 after crew qualifications are complete.

**Q13. With the state of Pennsylvania funding upgrades to the Norfolk Southern tracks between Harrisburg and Pittsburgh, when do you expect to increase service in Pennsylvania?**

A13. *Ray Lang:* The Pennsylvania Department of Transportation has told us that it expects it will take approximately three years to complete the work needed to accommodate this service.

**Q14. When will the new Venture Cars go into service? What issues have delayed their release?**

A14. *Ray Lang:* The Midwest states ordered 88 Venture Cars. We currently have 30 of those cars in service right now and expect several more cars to be introduced over the coming months. Several issues have delayed a more rapid introduction of the cars, including problems with ceiling brackets, wheelchair lifts, handrails and other mechanical-related issues.

**Q15. Superliner equipment normally assigned to Long Distance overnight trains has been redeployed to State Supported services. Will Superliners be diverted to the new Gulf Coast service too?**

A15. *Ray Lang:* We anticipate using Horizon equipment on the Gulf Coast service.

**Q16. Why are you not redeploying surplus corridor equipment to the State Supported routes and the Gulf Coast service and returning what has been assigned so far to the Long Distance fleet?**

A16. *Ray Lang:* Amtrak has redeployed rolling stock from both the Northeast Corridor (NEC) and the Long Distance service lines to the State Supported routes, primarily in the



Midwest. That equipment will be returning to the NEC and the Long Distance routes soon.

**Q17. With the recent success in Virginia with expansion of services, can we also expect investment in those stations to support the growth?**

A17. *Ray Lang:* Yes. The multi-billion dollar [Transforming Rail in Virginia program](#), to which Amtrak is contributing approximately \$950 million, will see substantial upgrades to the tracks, signals, stations and facilities used by the trains serving the routes.

**Q18. Can you address when Amtrak will restore Long Distance capacity and service?**

A18. *Larry Chestler, VP, Long Distance Services:* Amtrak has faced several challenges related to the fleet used for its Long Distance service during the past three years. Most significant were actions taken during the COVID-19 pandemic to postpone equipment overhaul work and idle railcars to reduce operating costs to respond to unprecedented uncertainty regarding both customer demand and funding resources for Amtrak. Two major derailment events on routes operating with Superliners also materially reduced railcar availability for the Long Distance route network.

Superliner cars idled during the pandemic have been returning to service in 2022 and 2023, though the full recovery will not be complete until 2024. Additionally, repairable Superliner cars that have been damaged in collisions and other events are now worked into production schedules for repairs to allow return to service. The backlog of overhauls coupled with resource and staffing challenges has also pushed most of this damage repair work into a FY 2024 timeline. The Mechanical team at our Beech Grove maintenance facility is responsible for this work plan and is implementing new strategies and processes to achieve these production targets.

While the pace of pandemic demand recovery at Amtrak has been erratic including the interruption caused by the Omicron wave of the COVID-19 pandemic that set back recovery in 2022, the outlook for FY 2023 remains encouraging, and the impact of railcar availability shortfalls will have a diminishing impact for the balance of the fiscal year. We anticipate the fullest available restoration of the Long Distance railcar fleet by the end of FY 2024 with backlogged overhauls and all repairable damaged cars restored to service.

**Q19. Can you address Amtrak's plans to grow and expand Long Distance service?**

A19. *Larry Chestler:* The Federal Railroad Administration (FRA) is charged with evaluating opportunities for restoration and expansion of Long Distance services at Amtrak by provisions in the Bipartisan Infrastructure Law. This effort is expected to be completed in 2023. Amtrak is collaborating with FRA on the study and providing detailed support with analytics and data gathering and participating in public outreach sessions with FRA.



Amtrak looks forward to results from the FRA Long Distance study and pursuing expansion opportunities identified and funded for growth. There are limited opportunities for network expansion with existing fleet resources, so any major new network initiatives will also require fleet expansion that would follow from the Long Distance fleet replacement program that is now under way.

**Q20. Does Amtrak have definitive plans to bring back the Package Express business, along with handling for transportation of remains from funeral homes?**

A20. *Larry Chestler*: There are no current plans to reactivate the Package Express business.

**Q21. Does Amtrak have any plans for an improved on-board dining experience on Long Distance trains other than the Silver Service®? When will coach passengers be able to eat in Dining Cars again?**

A21. *Larry Chestler*: Beginning in February 2023, Amtrak will begin offering access to the traditional dining experience to coach customers on the six western routes offering the service. Coach customers will be offered a fixed price service for each meal period as space and provisions allow.

**Q22. Why are you not using Heritage Baggage Cars for “axle count” service as opposed to using revenue equipment?**

A22. *Larry Chestler*: Heritage Baggage Cars were retired from the active fleet in 2020 at the start of the COVID-19 pandemic.

**Q23. Any update on service to the Miami Intermodal Center, Miami Central Station and the Port of Miami?**

A23. *Larry Chestler*: Amtrak is in lease discussions for access to the Miami Intermodal Center (MIC) and is developing operating plans for a relocation of its Miami station from Hialeah to the MIC in 2023. We look forward to finalizing the relocation plan and communicating our intentions publicly soon.

**Q24. What is the customer satisfaction score of the 7 million new customers gained in FY22 compared to existing customers?**

A24. *Fred Gazzolo, VP, Product Development and Customer Analytics*: The overall customer satisfaction score for FY 2022 was 80.7. New customers scored 80.8, or 0.1 points higher.

**Q25. Does Amtrak conduct customer satisfaction surveys for each of their trains? What is the methodology used to conduct such a survey and does**



**Amtrak use the NPS survey method? Does Amtrak give bonuses to their employees and management for improved customer satisfaction results?**

A25. *Fred Gazzolo*: Yes, we run customer satisfaction surveys for each train we operate by sending e-mail invitations with a survey link, hosted by Medallia. The first two questions of the survey address "Overall Satisfaction" and "Likelihood to Recommend." We use the responses from these two questions to compute our CSI (Customer Satisfaction Index), defined as the percentage of customers rating us 8, 9 or 10 (top-3 box) on a scale of 0 to 10, on average across the two metrics. The methodology is documented and approved by the Federal Railroad Administration. Regarding bonuses, other answers in this collection address this issue in detail.

**Q26. Increased capacity (extra and/or longer sidings come to mind as does more efficient dispatching) is in everyone's best interests and would lead to safer operations, so can Amtrak petition Congress for appropriate funding to build capacity?**

A26. *Dennis Newman, EVP, Strategy, Planning & Accessibility*: We agree that more capacity is needed and would be helpful in some areas, though there is also significant latent capacity in America's rail network. The IIJA provided funding to help increase capacity, and Amtrak will continue to request funding for projects where capacity to accommodate intercity passenger rail growth is required.

**Q27. How do you plan to compete with Brightline, which has not requested any state assistance to build out to Tampa from Miami? You are looking for state assistance before you initiate any frequency increases even though much of the trackage is publicly owned and maintained.**

A27. *Dennis Newman*: Brightline is pursuing a distinctly different business model than Amtrak, and we will watch with interest as it develops. Its service between Miami and the Orlando area takes a different route and serves different endpoints than the route Amtrak identified in its [Amtrak Connects US vision](#), and whether it will expand service to other routes in Florida remains to be determined.

Brightline has recently received federal and state grants for infrastructure and planning and is partnering with a local commuter rail system in an effort to obtain \$4.5 billion in federal and state funding for construction of the first segment over which Brightline's proposed extension of service from the Orlando Airport to Tampa would operate. Amtrak's experience with many corridor services gives us a good store of knowledge on what is required to sustain services financially. Building upon Amtrak's existing daily service to 18 Florida communities, including its largest cities, Amtrak's potential new intrastate routes will connect more cities statewide than Brightline.

Some references on recent and proposed federal and state grant funding for Brightline:





- **RAISE Grant** – Brightline Press Release. “Brightline Celebrates Federal RAISE Grant Award with Bipartisan Congressional Delegation,” <https://www.gobrightline.com/press-room/Brightline-Federal-RAISE-Grant-Award>. Aug. 15, 2022.
- **CRISI Grant – \$15.9 million for Tampa Route**. Fox 35 Orlando. “Central Florida gets federal grant for Brightline train service between Orlando and Tampa,” <https://www.fox35orlando.com/news/central-florida-receives-federal-grant-to-support-proposed-brightline-train-service-between-orlando-and-tampa>. June 2, 2022.
- **Proposed Grant Funding for Sunshine Corridor**. Florida News. “Brightline, SunRail ‘Sunshine Corridor’ project may cost \$6 billion, will take 10 years to complete” <https://www.bizjournals.com/orlando/news/2022/12/16/sunrail-brightline-shared-corridor-orlando.html>. Sept. 5, 2022.

**Q28. Will Amtrak prepare a business analysis that calls for infrastructure investment benefiting both rail freight and passengers at an equivalent rate to highway funding across the entire nation?**

A28. *Dennis Newman:* Amtrak’s analyses focus on investment required to support intercity passenger rail service, as that is our business. We also work closely with our freight railroad partners to make the case for funding for infrastructure projects that provide joint benefit through industry associations such as One Rail, a coalition of Amtrak, freight railroad and other rail stakeholders. We would welcome funding on an equivalent basis to highways.

**Q29. Amtrak network expansion is impressive, but there will still be large sections of the country unserved. Is there a possibility to cooperate better with private bus companies, like Greyhound, in better connecting rural communities to rail service?**

A29. *Dennis Newman:* Amtrak currently has a network of Thruway bus service that connects to our train service and extends our reach to more communities. We are interested in adding to that network and plan to incorporate connecting bus service as we expand, and we welcome the opportunity to partner with bus service providers.

**Q30. Has Amtrak considered cross-border service into Mexico at El Paso or Laredo, Texas?**

A30. *Dennis Newman:* Amtrak evaluated operation of cross-border service via Laredo in 1972, 1990 and 2000. Operating cross-border service to Mexico would be a much greater challenge than operating service to Canada. In addition to border crossing issues, a major impediment is that Mexico eliminated nearly all its intercity passenger rail service 25 years ago. As a result, Mexico does not have a passenger railroad with which Amtrak could partner to operate through services and whose existing stations and passenger train



maintenance facilities Amtrak could utilize, as we do in Canada.

Therefore, significant investments in Mexico, which would not be eligible for funding through federal grant programs under the U.S. DOT's interpretation of existing law, would likely be required to enable Amtrak to initiate service. Unlike Canada, Mexico's major cities are also a considerable distance from the U.S. border, which would make it difficult to secure the state funding that enables us to operate our existing services in Canada.

The Texas Department of Transportation sponsored the Oklahoma Passenger Rail Study Environmental Impact Statement (EIS), which studied passenger rail service alternatives between Oklahoma City, Dallas Fort-Worth, San Antonio, Laredo and Brownsville, with an optional international extension to Monterrey, Mexico. Starting an international service would likely depend on decisions by the governments of the state of Texas, the United States and Mexico. The State of Texas included service from San Antonio to the Rio Grande Valley in their Expression of Interest in the FRA's Corridor ID process.

**Q31. Has Amtrak considered an El Paso to Denver service or southern Montana service?**

A31. *Dennis Newman:* Our focus in looking at expansion opportunities has been on shorter-length opportunities where we can sustainably offer service that is trip-time-competitive with other modes of transportation and where we can offer sufficient customer utility with multiple trips per day. The two services at question here may be more appropriate for the FRA-led Long Distance study that the IIJA directed the U.S. DOT to undertake, with Amtrak's participation.

**Q32. What initiative has Amtrak taken to discuss restoration of Florida panhandle service?**

A32. *Dennis Newman:* Along the Gulf Coast, Amtrak's focus has been on restoring service from New Orleans to Mobile, Alabama. While service in Florida along the panhandle was not included in the published Amtrak Connects US vision document, Amtrak is willing to explore such service with the state's financial support.

**Q33. With Brightline building a rail system from the Los Angeles area to Las Vegas, Nevada, would Amtrak still keep Los Angeles to Las Vegas on its Amtrak Connects US map as a future expansion?**

A33. *Dennis Newman:* Here again, Brightline, whose proposed high-speed service would not serve either Los Angeles or downtown Las Vegas, is pursuing a very different business model than the Los Angeles-Las Vegas proposed service included in the [Amtrak Connects US vision](#). Amtrak continues to see the Los Angeles-Las Vegas market as a very promising



opportunity for intercity passenger rail. We will continue to monitor market conditions and competitive alternatives in this market and adjust service plans as warranted in consultation with state and other potential partners.

**Q34. How do you justify growing and adding routes when Amtrak does such a poor job operating what it already has?**

A34. *Dennis Newman:* Amtrak is proud of the operation and customer service it provides, despite more than 50 years of chronic underfunding and public investment in rail that is only a small fraction of the investment other countries have made in their passenger rail service. In the first quarter of FY 2023, Amtrak customer satisfaction was 80%, based on more than 79,000 customer survey responses (Amtrak Customer Satisfaction Index). From 1999 to 2019, Amtrak ridership increased by 51%, to 32.5 million riders per year. Ridership is now recovering strongly on most routes.

The IIJA provides, for the first time in Amtrak's history, the funding required to begin the investments required to give the United States the intercity passenger rail system it deserves. Many additional intercity corridors in the U.S. are ripe for the mobility benefits that passenger rail provides, and Amtrak looks forward to delivering those benefits to more communities. We will continue to dedicate ourselves to constantly improving operations, reliability and customer service. It's important that we note that [Amtrak Connects US](#) was an initial vision, and FRA's Corridor ID program is the framework and funding path for states to advance new and enhanced intercity passenger rail service.

**Q35. Which Amtrak Connects US projects do you expect to move forward in FY 2023?**

A35. *Dennis Newman:* We anticipate the start of Chicago-Twin Cities *Great River* service by summer 2023 and are hopeful for the start of New Orleans-Mobile, Alabama, Gulf Coast service later in the year.

**Q36. Why is a lone lead service attendant expected to serve both coach and sleeper passengers aboard the *Texas Eagle*?**

A36. *Robert Jordan, VP, Customer Service Stations, Onboard Services and Food & Beverage:* We have had two lead service attendants scheduled for the Texas Eagle® since Fall 2022.



**Q37. Are Amtrak employees required to ride Long Distance trains to see for themselves the ups and downs of the experience?**

A37. *Robert Jordan:* It is not a requirement but an encouraged best practice. For example, all top executives within the Service Delivery and Operations department recently took Train 2, the Sunset Limited®, from Los Angeles to Fort Worth, Texas.

**Q38. Will you provide a report on the number of passenger cars that are out of service and waiting for maintenance? What is your goal to reduce the maintenance backlog? How does this backlog compare year-over-year or month-over-month?**

A38. *George Hull, VP, Chief Mechanical Officer:* In general, this number changes every day, and we have internal reports we use to monitor car shop counts. As of Jan. 18, 2023, we have 11 Superliner cars in a legal hold status, due to derailments, that need to be repaired, and we have approximately 18 Superliners stored in a wreck condition expected to be repairable. Our goal is to reduce the backlog over the next four years. At our Beech Grove maintenance facility in Indiana, FY 2023 production would need to be near FY 2019 production, and that would be a 40% increase from FY 2022. FY 2024 production would need to be 27% above FY 2019 levels.

**Q39. The newly purchased Siemens Charger locomotives that will one day replace the GE P-42 diesels continue to break down and have problems over the road, contributing to significant operating delays. What kind of accountability is the manufacturer, Siemens, facing in light of these breakdowns?**

A39. *George Hull:* Amtrak has a long-term service agreement with Siemens which includes financial consequences for equipment failures related to service disruptions.

**Q40. Any info on converting diesel locomotives to hydrogen?**

A40. *George Hull:* This is an expanding area of interest and testing in the railroad industry. Amtrak will look to leverage agreements with vendors to test various concepts and develop this power source for future use.



**Q41. The \$28 million for the Long Distance refresh does not address many mechanical issues that can only be dealt with in a rebuild program. Have you considered instituting a comprehensive rebuild program?**

A41. *George Hull:* We have completed a structural life study for the Superliner cars, and we are evaluating those results. While we are interested in new long-distance equipment, all options are on the table to utilize our current equipment for as long as possible.

**Q42. Has Amtrak attempted to outsource repairs needed to return idled equipment to revenue service?**

A42. *George Hull:* We are in the process of evaluating outsourcing of some of the work we project over the next four years.

**Q43. Why didn't Amtrak maintain the Horizon equipment? If you had, there would be no equipment crisis.**

A43. *George Hull:* We have continued to maintain our equipment, but what we did not do is complete overhaul work for units that were not needed when ridership fell sharply due to the COVID-19 pandemic. Those were unprecedented times, and we did not have a firm idea of how long it would take for ridership to recover.

**Q44. Thinking about another possible pandemic, how will new equipment ensure good air quality?**

A44. *George Hull:* Heating, ventilation and air conditioning (HVAC) systems will be designed to industry standards and regulations. That said, we have a new awareness of enhancements to the systems to allow for higher filtration rates that will be taken into consideration for equipment specifications.

Acela®, Acela Club®, Acela Express®, Adirondack®, Airo™, America's Railroad®, Amfleet®, Amtrak®, Amtrak California<sup>SM</sup>, Amtrak BidUp<sup>SM</sup>, Amtrak Cascades®, AmtrakConnect<sup>SM</sup>, Amtrak Express®, Amtrak Guest Rewards®, Amtrak RideReserve<sup>SM</sup>, Amtrak Ski Train<sup>SM</sup>, Amtrak Vacations®, Amtrak Wooden Railway™, Ask Julie<sup>SM</sup>, Auto Train®, Berkshire Flyer<sup>SM</sup>, Blue Water<sup>SM</sup>, Break the Travel Quo®, California Zephyr®, Capitol Limited<sup>SM</sup>, Cardinal®, Carl Sandburg®, Carolinian®, Cascades®, Choo Choo Chewies<sup>SM</sup> (children's meal offering), City of New Orleans®, ClubAcela®, Coast Starlight®, Cross Country Cafe<sup>SM</sup>, Crescent®, Double Days®, eLIFT<sup>SM</sup>, Empire Builder®, Empire Service®, Enjoy the Journey®, Ethan Allen Express®, Great American Stations®, Heartland Flyer®, Hiawatha®, Hoosier State®, Illini®, Illinois Zephyr®, Julie<sup>SM</sup>, Keystone Service®, Lake Shore Limited®, Lincoln Service®, Maple Leaf<sup>SM</sup>, Metroliner®, Metropolitan Lounge®, Missouri River Runner®, My Track to Success<sup>SM</sup>, New York Penn Station®, Northeast Regional<sup>SM</sup>, New York By Rail®, Pacific Business class<sup>SM</sup>, Pacific Parlour<sup>SM</sup>, Pacific Surfliner®, Palmetto®, Penn Station®, Penn Station New York®, Pennsylvanian®, Pennsylvania Station®, Pere Marquette®, Piedmont®, Quiet Car<sup>SM</sup>, Quik-Trak<sup>SM</sup>, Rail 2 Rail<sup>SM</sup>, Saluki®, San Joaquin®, San Joaquins®, Saver Fares<sup>SM</sup>, See Where the Train can Take You<sup>SM</sup>, Sightseer Lounge<sup>SM</sup>, Silver Meteor®, Silver Service®, Silver Star®, Ski Train<sup>SM</sup>, Southwest Chief®, Sunset Limited®, Superliner®, Surfliner®, Texas Eagle®, Thruway Service Connection<sup>SM</sup>, Trainside Check<sup>SM</sup>, Travel Green®, Travel Well Spent®, USA RAIL®, USA Rail Pass<sup>SM</sup>, Viewliner®, Vermonter®, Winter Park Express<sup>SM</sup> and Wolverine® are trademarks and service marks of the National Railroad Passenger Corporation.