

AMTRAK 2024 ANNUAL PUBLIC BOARD MEETING

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Presentation and Panel Discussions

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Amtrak New Service Update

Dennis Newman, Amtrak EVP, Strategy & Planning (Outgoing Executive)

DENNIS NEWMAN:

All right, I think that we are going to get going. And start up with the program.

So, thank you very much. Good morning. My name is Dennis Newman. I am the outgoing Executive Vice President of Strategy and Planning for Amtrak. I'm actually retiring in just a few weeks. Jennifer Mitchell, who is the new head of strategy and planning, is here with us this morning.

I'm excited to be here with you this morning, to talk about one of my favorite topics, which is network expansion. There is so much opportunity around the country to bring the benefits of passenger rail to more people and more places. And as you have heard in the greater Northwest, there already a great service. The Amtrak Cascades service that expands from Eugene, Oregon, up to British Columbia, and the Starlight that operates daily from Seattle to Los Angeles, and then, the Empire Builder that operates from Chicago to Portland and Seattle.

We have had a number of enhancements across the network in the past few years, including right here in the Northwest. Most recently, starting the Borealis service in St. Paul and in partnership with Minnesota, Wisconsin, and Illinois. We are going to operate more service in Denver and partnership with the State of Colorado with the service starting up here in just a couple weeks. And we're just getting started.

Just about a year ago, the Federal Railroad Administration announced the 69 corridors that were accepted into its Corridor Identification and Development Program. This map shows those 69 corridors superimposed over our current Amtrak network. As you can see, it demonstrates the potential to bring passenger rail to many communities not currently served by passenger rail.

We have been working diligently with FRA and they have been working diligently with the planning and the sponsors. 29 are existing routes, adding frequencies, reducing trip time, or extending service to a new end point and 35 are conventional rail and 70 High Speed

Rail. That includes going to Ohio, Phoenix, Arizona, and all major cities that we do not currently serve today.

Corridor ID is the foundational process and the funding source to expand passenger rail across the U.S. It is a transformational program and providing an unprecedented opportunity to grow our network. It focuses on the development stages shown here in orange and yellow. Corridor ID has three steps. Step 1 identifies the scope, schedule, and budget for Step 2, which is the service development plan. And that is where key sponsors develop technical information about the corridors to understand feasibility, and the cost of the service and the capital that is required and the funding plan. Step 3 deals with the engineering and the analysis of the new projects. 100% Federal Funding available for Step 1, 90% for Step 2, and 80% for Step 3.

Amtrak is working closely with existing and new partners across the country to provide technical support for all steps of Corridor ID. Of the 69 corridors, all but three have been operated and that meaning that they have included the grant agreement and moved into Step 1 and a few advanced to Step 2 and 3.

Now, as I mentioned, the level of Federal Funding is substantial with up to \$1.8 million from the federal program. And that's for steps 1 and 2, and a quarter billion dollars for corridors advancing into Step 3. The vast majority of corridors in the program are sponsored by the states. Amtrak is the sponsor for four awarded corridors. As Stephen mentioned, two are aimed to bring our Long Distance routes to daily consistency. And the Sunset Limited operates three times a week between New Orleans, Louisiana, and Los Angeles. Another of the corridors aims to expand the trains that operates from New York City and Washington, D.C. out to Roanoke. And it is already in Step 3 of the Corridor ID Program.

Examining again on the greater Northwest region, in the Corridor ID Program, the Long-Distance study has evaluated the Long Distance routes that is over 70,000 miles long. FRA has partnered with many stakeholders across the country and Amtrak is one of them and providing the funding needed to move the recommended routes forward. The corridors identified in the study that serve the greater Northwest region, Seattle to Denver and Billings, Montana to Texas. There is the Cascades and the Big Sky on the coast. Washington State DOT is the sponsor of the Cascades. It will examine the existing state supported service to reduce time and frequency and growth of 16 round trips and Cascadia is another separate Corridor ID Program. And the Big Sky North Coast Corridor is sponsored by the Big Sky Passenger Rail Authority and connecting Seattle through Montana.

Now, many of the corridors that have been talking about will take some time to develop and some may develop a bit more quickly. But we also have some expansions that are already on time and will come to fruition in the next few years.

The Gulf Coast from New Orleans to Mobile will start up in 2025. A lot goes into the development of these corridors. We have been working closely and I have to thank the

many partners that are part of the Gulf Coast service, and the Southern Rail Commission and Mobile, and I have left out some folks because there are many. There is still work to be completed, but we are on our way. The Hiawatha between Chicago and Milwaukee is going to see an eighth daily route trip in the coming year. And the Piedmont is going to add a fifth route service. And likewise, the Piedmont and DOT is expanding to Pittsburgh. And the Joint Powers Authorities in California that sponsored the Pacific Surfliner each have plans for frequency growth.

Bringing the benefits of passenger rail to more of the country is going to take a lot of hard work, collaboration, and partnership among many stakeholders and some of the expansions will take a good bit of time. But that hard work and collaboration has started and is well underway.

Amtrak is a very active participant, and we are looking forward to working with our partners to add to the map for the hard-working American people. One of the things to do all of that expansion is the fleet that is going to help us.

With that, I would like to introduce Karyn Criswell to talk about renewing our fleet. Thank you.
[Applause]

Amtrak New Fleet Update

Karyn Criswell, Amtrak AVP, Major Programs Fleet Development & Expansion

KARYN CRISWELL:

Good morning, everyone. I feel like I have the best job here among all of the Amtrak hosts because I get to show off and tell you about the status of our new fleet and what we are doing to prepare for expansion of the fleet.

So, of course, I have to start with the best news for the Pacific Northwest, which we are on track to bring the Airo trainsets in 2026. The mockup that you see on screen is that beautiful trainset and as an Oregonian, I'm excited for this fleet to come online. We are going to see the equipment for the Northeast Regionals starting in 2027.

The Airo is intended to replace our intercity fleet, and we have 130 trainsets on order with Siemens and with the option of another 130 trainsets. It is switching to an operation and maintenance model, which we think are going to bring some efficiencies in maintenance.

And it is about modernizing the equipment. Improving safety, reliability, and most importantly—maybe not most importantly, but the assets that our customers expect to see, improved accessibility.

On the Airo trainset, there are three different propulsions that are underway. And one is to adopt the territory without changing locomotives and the second is the battery type car and

it will undergo rigorous testing and depending on how it undergoes testing, we can put it into service or switch to a different technology. And the third is the configuration D, which is diesel only.

Next, we are going to be delivering the Airo equipment in regional pools and what you are seeing on the screen is the difference between car types. The main difference is say between a B1 and a B2 is the number of coaches. The B1 has six coaches and the B2 has eight coaches. The benefit of that is that it enables us to properly size the fleet to the route.

And then, the Next Gen Acela and because we are in the Pacific Northwest, I had to talk about the Airos first.

We are proud to be launching the Next Gen Acelas in 2025. 14 of the 28 trainsets that we have on order have completed production. We have completed qualifications testing and we are preparing for pre-req testing. Some of the features on the Acela, the improved amenities and On-Board Information Systems providing real time information.

We know that real time information is really key to our customers and that will be a great amenity and there is also enhancements to the café car with self-service options as well as accessibility features. The bi-level RFP was issued in 2023, and we are anticipating the award in 2025. And again, some of the same kinds of improvements that we are seeing is customer experience and improved performance.

Let's talk about future fleet acquisitions and as important as it is to replace our current fleet to keep it in a state of good repair, there are other drivers that drive the fleet and equipment.

You have heard earlier about the record-breaking ridership that we have had, and we are seeing it in the NEC as well as across the National Network. How do we respond to that?

One of the challenges with equipment is that it has such a long lead time through the process of manufacturing and how do we work together with our partners to understand their equipment options? And how can we support them in the future? The Corridor ID sets us up well and it is not just the fleet, but also the facilities that support it. It is a way to think comprehensively about the program. And for Airo, we have gotten through the heavy lifting of that procurement. We 83 trainsets on order, with options for another 130, which means we can have the equipment ready for those expansion routes if orders are placed early enough.

The other thing that is a really great piece to that is with the options we have pricing locked in; we have a contract with pricing. So, that is a really huge benefit for both us and our partners. We are in the process now of meeting with our State Partners and those conversations are going to continue into the future and it could result in equipment being

completed and available for service in the early 2030s. And that is something and I have the best job of everyone today, because I get to tell you all about that great news.

With that, I'm going to wrap it up and turn it over to Rob Eaton who is going to talk about the Cross Border Program Services in Canada, and he is our Director of Governmental Affairs. [Applause]

Amtrak Pre-Clearance Program: Cross-Border Services with Canada

Rob Eaton, Senior Director, Government Affairs, National and State Relations

ROB EATON

Good morning, I'm going to have to argue with my esteemed colleague that I have the best job, because I get to serve the great communities in both the United States and Canada.

Cross border Services is very important to me, as well as to our company. We understand that the leaning into improving and expanding our Cross-border Services with our partners is good for both of our countries. I'm going to disclose who our partners are actually. Partners across both borders. We deal with the Canadian Service Agency, and in Ontario, and Quebec. And also, south of the border is the FRA and the United States Customs and Border Protection. Also, we have our State Partners in Oregon, Washington, Michigan, New York, Vermont, New Hampshire, and Massachusetts.

And now, I will tell you why it is so complex. So, we have existing services right now and I would like to talk about them a little bit. We have the Adirondack service and we have the Maple Leaf going to Toronto and with 42,000 and starting in either Portland or Seattle and going up to Vancouver with 271,000 passengers crossing that border annually. Almost 25% of the ridership across the border is on the Cascades.

Washington has an important milestone next year to hit 1 million passengers, I'm sure and our Canadian partnership is very important. I want to tell you about the differences of these services and starting with the Adirondack and we go northbound, and the border agents board our train and with our passengers to Montreal. Southbound on that service and our customers are both immigration and customs service's there and that actually makes an impact to our run time. It is actually a disruption of our service and causes Adirondack delays.

Similarly, with our Maple Leaf service and going to Toronto and stopping in Niagara and the customers get out and go through inspection and get back on the train. And if it is going northbound, the train changes to a VIA Rail service. And then, the customer goes south on an Amtrak train. For the Cascades, it is a very unique service, and we have invested with our State Partners for the Cascades service for the Olympics in Vancouver, and we have no immediate stops going to Vancouver. Once we leave Bellingham, our train goes across the

border and does not stop. Conversely, when we come back south, the U.S. portion in Vancouver, but we have to stop at the border. And you will get delays, and we have the customs.

I have to tell you that our journey has been long and both nations were working towards the LRMA, it was highlighted in Vancouver as the first preclearance facility, and it set for Congress to include preclearance. And for those, in 2019, those entities exchange, and we got the ball rolling on preclearance.

What is preclearance? It is really two things, and the short explanation is that it allows U.S. custom agents to spend their majority on foreign soil. It is a jargon expression and now, in Vancouver, we can clear our passengers before they get on the train, and we eliminate an en route or post route delay for our customers.

Dublin has one and there is a number in Canada and Bahamas and the U.S. customs agents and if you are on foreign soil, the customs agents can clear you and it removes any delays for our passengers. Vancouver is going to be the first and the first expansion of preclearance to another mode and we are very proud of that. Montreal is coming up second.

We have learned a lot with the work that we have done in Vancouver. And Montreal and the province of Quebec has completed the feasibility study for preclearance about a month ago.

And Amtrak is now working on a business case for USPC, to have a preclearance facility in Ontario and we are working with VIA Rail right now. And one of our trains will divert in Detroit and go under the tunnel and end up in Windsor. And we are going to have the budget next year to build a preclearance facility and the Wolverine service and it is a fascinating project, and it is getting much support there.

Those are the three expansions that we are working with preclearance. Back here at home, we have been working very hard in the past four years, special circumstances after the pandemic and we know that we had to close our border service for three years and the team has been working very closely with our Canadian counterparts and we were able to award a construction project in January 2024.

And we are looking forward to begin in January 2025, and I look forward to seeing everyone in Vancouver when we start that service.

What does it mean? It means to virtually expand the border and making sure that the people that should be in the country and those that do not don't get entry and it is a time reduction, and it definitely will improve our run time between Vancouver and Seattle. We are going to have no more delays at the border and once you get to your final destination, you don't have to worry about going through customs.

Thank you for our Vancouver counterpart and the officers in Canada. So, much to do and to all of the partner that have been working on this project. We have been working in a historic environment and the VIA Rail Pacific Central Station and we look forward to advancing in benefit to the Pacific Northwest. Thank you.

[Applause]

PANEL DISCUSSION

Ray Lang – Amtrak VP, State Supported Services (event moderator)

Mark Paparo -- Sr. Director State Supported Services Amtrak

Jason Biggs -- Director of Rail, Freight, and Ports Washington DOT

Suzanne Carlson – Administrator, ODOT Public Transportation

Laurence LeFrancois – Strategy Lead, VIA Rail Canada

Martin Young – Deputy Director Rail, Commuter Rail, Sound Transit

RAY LANG

Good morning, everyone. While we are waiting for our panelists to come up and take their seats, like Dennis Newman, I'm an outgoing vice president and I'm going to be putting my rail pass to good use and enjoying the network.

I'm Ray Lang and vice president of state supported services here at Amtrak and we have learned a lot from our State Partners around North America. And those 21 partners provide service or fund service that carries 50% of Amtrak's passenger base. So, about one out of every two Amtrak passengers ride a train that is funded by a State Partner. We are shooting for 66 million passengers in the not-too-distant future, and a lot of that is going to come by the partnerships with our State Partners.

A lot of cool things going on with the Cascades service and we are going to get into that more here and just a year ago, we increased service on this rail with two more frequencies.

And as you know, we have six more round trips from Seattle to Portland and up to Eugene and it is a really wonderful service with great things happening.

With that, I'm going to introduce you to some of the partners that are going to be speaking to you today.

To my right, Mark is Director of Strategy. And we have the director of freight rail and ports for the Department of Transportation for Washington. The Director of ODOT and our Canadian rail partners and the Deputy Director of Rail at Sound Transit. The Cascades is one of the

most successful state supported routes in the Amtrak system. From your perspective, what makes it so special?

JASON BIGGS

Can you hear me okay? My name is Jason Biggs. And we are very proud of the Cascades, and you have heard nationally, and we have had record ridership.

And a couple things that make the Cascades special. You have mobile choice and the convenience of riding the Cascades and we have worked really hard on our brand, and you saw via slide that Karyn put up.

And riding the Cascades and they know what the experience is going to be and they have Northwest products on the train and there is a value that we hold here in the Pacific Northwest and that is environmental stewardship and that is on the Cascades. A quick story. The day before Thanksgiving, our local ABC affiliate was interviewing passengers and this is the busiest travel day, and they are boarding it here in town and riding north to Washington, and they are traveling north and the track of I 5, our interstate, they said, look out to the I 5 and enjoy your ride on the Cascades. As they look out the window, the I 5 is not moving – and the train is moving at 79 mph.

SUZANNE CARLSON

To build off of what Jason is saying, and it is such a fantastic service, and it connects two states and two countries and connects two major metro areas and I'm from Seattle and it connects these areas and provides a daily service and an environmentally friendly choice to get to these areas and we are going to see that with the record ridership that we have.

And the people who are using it for sports games and taking it on Sunday and everyone has their colors on and going to see the Seahawks and people are going to see family and last night, I came up on the train and overheard a person that went to Portland in the morning and did a slew of job interviews and came back at night. Just a fantastic connector of our communities.

MARK PAPARO

I feel like I have to first start with the declaration of my affinity for my job. I, too, feel I have the best job within Amtrak for many reasons. One of which is to work with these wonderful State Partners. With regards to the route and the success of the route, if you think about some of the key dynamics of it and compare those dynamics across other routes in the Amtrak network, there is a number of items that are unique to the Cascades and they have all of these factors.

One, the geographic coverage and the route is over 460 miles in length, and it has three major cities along the route. So, you have three major population bases. It also has great time of day coverage between which is partially driven or heavily driven by the fact that it has also has high frequency between Portland and Seattle, you have six daily trips. And you

bring it all together with exceptional State Partners who are all very forward looking and thought out where they want to take the service on a future basis and continually very methodically with it. All of those factors come together with the great route within the network.

LAURENCE LeFRANCOIS

Hi. This train helps better connect cities and in a more sustainable way. The success of this route shifts travelers from cars and planes for a more sustainable way of travel and with the climate challenges that we face, shifting to the train is really the solution, the more responsible solution. We are working in improving this service and hopefully we can build on that and make it a better future, a more sustainable and accessible future for everyone. We are also using the service to improve and maybe expand our international trades, so we improve the economic benefits of these trains for both of the countries. I appreciate the collaboration of everyone and to make things better and it is going to have an impact of the future.

RAY LANG

Thank you. And Martin, you have the dual role, and you bring a great perspective to this question about the specialty of the Cascades.

MARTIN YOUNG

Yes. So, having been here with Sound Transit 26 years, we worked very closely with what I would call a very professional team of collaborators, and the Wash DOT leadership has been a key and with that; we are all focused on the shared goal of multi modal connection of activities. So, we have this common interest and theme and Amtrak Cascades has filled a void in the region's need for inner city passenger service in a corridor that has had a desperate demand for more transportation options. So, it filled a void, and we are growing.

RAY LANG

Thanks – and that is a great lead into the next question and let's talk about the ridership on the Cascades and as we have heard from previous presenters, is doing really well. Where are we in terms of ridership?

JASON BIGGS

This is a milestone year for the Amtrak Cascades. You highlighted across the whole network system, and I think that Amtrak Cascades might be the number one fastest recovering service. Prior to the pandemic, we had 824,000 riders. It was a great number. Up through October of this year, we had 822,000 riders. July and August of this year, we had over 100,000 riders each month. And last Wednesday, with the highest ridership day we have ever had, it was just shy of 5,200 riders that day and taking the vehicles off of the road. And we are proud of these, and we want to stay on that forward trajectory.

RAY LANG

I thought that I knew everything, but I didn't know that status. Suzanne, your thoughts?

SUZANNE CARLSON

Yeah, more numbers and a create to the great partnership between the states and Amtrak and setting times when people want to travel and why they are travelling and really accommodating this.

We have had record ride and on trend with hitting record highs and 17% up in the prior quarter of this year. In August, the Oregon trips alone, 16,000 riders, which is an all-time high and 8 of 9 months have been record setting this year. Every statistic that we are looking at, we are seeing amazing ridership and that is a credit to the great service.

RAY LANG

Thanks. And that leads to our next question, and it is about the collaboration, and it is a partnership between Amtrak and Wash-DOT and ODOT to fund and plan for this service. Can you give a perspective on how that partnership works? I will start with Mark with my team.

MARK PAPARO

So, answering this in a little bit of a procedural manner. The way in which the partnerships work and the way in which it starts. The state has a vision, and the state has a vision of what they want passenger rail to be their state and how they want it to fit into their transportation strategy.

So, it starts with a state vision. The state then comes to Amtrak and Amtrak and the state partner on what that is going to look like and how we develop that out together?

And then, Amtrak becomes the service provider. Amtrak provides the service for the state fulfilling the state's vision of what the service should be. So, the state designs the customer experience and attributes in partnership with Amtrak. Often localizes the experience, particularly on food & beverage and it is localization of the experience. And then, Amtrak and the state work together to deliver it.

The state partner then holds Amtrak accountable to make sure that we are delivering the service to the specifications that we have discussed. And within that process, the state fully funds the service.

In the past two years, we went through a very long exercise that the State Partners, FRA, and Amtrak in order to redefine our charging structure. How the charging structure works. And we went line item by line item through Amtrak's P&L to make sure that we are aligned. And in the end, it is Amtrak and the State Partner working together to continue to deliver it and continue to make investments in ultimately what is the state's vision for the service.

JASON BIGGS

Mark, you did a great job of setting up the relationship between the states and Amtrak and then setting those goals. A couple of new and innovative things and I want to give credit to Amtrak and what they brought on with this, and the report cards and reporting on the goals with revenue and customer experience and On Time Performance. Thank you for that. We do rely on Amtrak and all of their expertise. I want to say to continue to help us innovate. We have done some unique things, and you have implemented on our behalf. Over 18,000 riders in the program since just May. And also, revenues. Our obligation is the offset of costs. There is the expenses, there is the ticket revenues and the public subsidy that the state is responsible for Washington and Oregon. And we also have Oregon and between the two states, we are responsible for the corridor. Yes, we look at our own individual state aspects, but the real power in Washington, Oregon and all the way up to Eugene, British Columbia. I can't just look at Washington issues or just look at Oregon issues because if something happens on the corridor, it affects all partners. If you look across the name tags here, you can see the expanded partnerships. The rail to the north now and thank you for their funding ask and recognizing the improvements for the Pacific Central Station. And the host railroads.

SUZANNE CARLSON

Just a little bit to add to that and I'm going to take it to a national scale with our national and regional partnerships and we have taken advantage of opportunities and in the past couple of years and further refining under the PRIIA Rail Investment Improvement Act, and working together to get better operations that benefit the states and we have had national collaboration to figure out where we are going forward and I want to thank the Amtrak funded State Passenger Rail Committee, and you have to have a fun acronym that doesn't mean anything outside of room and just continuing to work forward on the trainsets that Karyn Criswell talked about as well.

RAY LANG

Thank you. The relationships really created at the local level is just as important to the success of the Cascades and two agencies (Indiscernible). Can you tell us a little bit about connectivity of the systems?

LAURENCE LeFRANCOIS

The Cascades train comes to our beautiful Pacific Central Station and our flagship train that you can take to Toronto. And our beautiful train, I encourage you to take it.

And you can stop in Oregon or British Columbia. When you are at the station, you are just steps away from the sky train and that brings you to downtown Vancouver and you are close to the other services, the Rocky Mountain trains and you are very close to buses. You can take the train and cruises and ferries and that is the integrated mobility. We truly believe that making travel easy, seamless, is very important and that is the future where we are going.

According to the World Bank, the transportation system is the key for economy growth everywhere in the world. This is a good service and example of how we will make things better.

MARTIN YOUNG

Some transit commuter trains, and Amtrak Cascades run on the same tracks and our trains use many of the same stations and it allows the passengers to easily travel between train, light rail, and buses. That is really a connectivity that is a synergy. We work closely together to develop the schedules that work for all of us, such as the rehabilitation of the Salmon Bay Bridge north of Seattle and the Point Defiance Bypass south of Tacoma. And we really value the relationships that we have Amtrak and Wash-DOT.

RAY LANG

Thank you very much for that. While the service has been very successful, and we have heard great stats on current ridership trends and the service does have some unique On Time Performance challenges and it impacts the rideability for its passengers. Can you talk about what we can do to improve the service?

MARK PAPARO

Yeah, this is a tough nut to crack. Historic OTE performance has hovered in the low 60% for On Time Performance. We have 4 hosts that you interact with. If you miss your start time by a few minutes, you are going to have a really hard time delivering your service on time because you then get out into a crowded space.

It is a very difficult problem to solve. If it were an easy problem to solve, it would have been done already. What we are doing, and this is in combination with other State Partners, and we are implementing a pilot program, and we are starting it out in Virginia with BPRA.

So, we have starting with BPRA and some of the programs they have put in place and the partnerships they have put in place with some of the consultants on how to make the service better. It goes across multiple aspects of the service. Of course, the hosts are critical to making this better. But also, the Amtrak operation and making sure that the Amtrak operation hits the reliability schedules we all want. We are going to test that process with BPRA. And next, we are going to move it to the Cascades service and continue to make strides towards improving performance.

JASON BIGGS

This is Amtrak's Cascades 2025 top priorities of improving service. The On Time Performance Working Group and as Mark outlined, it is not easy. It is not as easy as saying go and do that. It is passenger and freight, and passengers are tenants on the freight railroads and Amtrak is the operator and On Time Performance comes in many different forms and there are many different impacts and because we have the Board members, and

I want to make sure that this remains on your radar, and I know it is a national issue and please continue the work that you are doing around On Time Performance and bringing it up.

SUZANNE CARLSON

At ODOT, we are working on making infrastructure investments. We have a skinny part north of our Portland Union Station and it goes up to Washington and we have just finished two improvements in the junction to improve the speeds from 5 miles per hour to 10 miles per hour. In partnership with the state and on the bridge and increasing the speeds from 10 miles per hour to 35 miles per hour and reducing the bottlenecks and as one train slows down and one train gets stuck, and the delays ripple from there. We are putting in another application for a Eugene layover and that is very important for that community and improving the air quality and getting to electric power and reducing the delays. It is going to ripple all the way across it. Hoping to make these type of infrastructure improvements and with Union Pacific.

MARTIN YOUNG

This is a very busy corridor, and it comes with inherent challenges, but for that, we do have regular meetings, as Jason mentioned, to work through this. In the last year, I know that Sound Transit is a minor host railroad, and we have 20 miles. We have been at Sound Transit scrutinizing every detail and looking to see if there are opportunities that we can improve. We meet regularly with partners and, as was mentioned, in the future, the feature enhancements that will really help and we are looking forward to build as well.

RAY LANG

Just a few short minutes left and I have two questions, and it has been alluded to. In 2026, we are going to be welcoming the new Airo trainsets. Can you give a glimpsing why that is so exciting?

JASON BIGGS

We expect it to be the most modern train sets in all of North America and hopefully, next summer. A little bit of a friendly rivalry with VIA Rail. These new trains are going to be more fuel efficient and 300 passengers. Plus, they are going to have expanded business class seating and all of the modern amenities that you expect in a modern rail service.

Laurence and I were speaking last night about the introduction of the new trainsets and quizzing her, what was our experience? And if you don't mind, if you don't mind sharing what they do for ridership?

LAURENCE LeFRANCOIS

Yes, we have the first generation of the trains that we will get, and we introduced them in 2021 and two thirds of our fleets in service, almost half of our service. These are beautiful trains. Beautiful trains. They ride well.

But for the customers, the effect of the physical train on the customer perception is great. First, the satisfaction is very high. It is 87%. But everything else is better on these new trains. Even though we have the same employees, the same food, the same experience, same schedules, same On Time Performance, everything is better on the new fleet. The food is better. The employees are nicer. The delays are not as important, you know. It really has a big, big impact on customer satisfaction.

JASON BIGGS

I do want to add, and we have a mixed fleet now and it is a very functional fleet, it is a good fleet. The top trainsets and the riders out there and it is going to bring forward a unified fleet in the future and with the training and the part supply and the maintenance is going to become more efficient.

RAY LANG

We are going to have to wrap this up, but let's do a quick round robin. What do you think is critical for success?

MARK PAPARO

I will start with that. And just recapping what was discussed already is pretty exciting for what is coming forward. You have a route with an exceptional structure that is grows. I think it was mentioned earlier, ridership growth of around 40% year over year. And you have new trainsets coming on board and the new trainsets should provide additional capacity and about 10% increase, actually, a little bit more than 10% increase in seats.

If you have a growing capacity to provide that ridership base. And the new seat assignments become a possibility with the trainsets, and you have an even better experience than you already have.

JASON BIGGS

And a focus on OTE and making sure that we are delivering what the riders expect. OTE, On Time Performance is going to be critical for the Cascades. We will support that effort going forward and the innovation and the innovation around revenues and the things that we are doing in the Pacific Northwest and continuing on that trend and the investments are critical for the Cascades.

The new maintenance facility that is coming up to Seattle and 300 million new investments there and the development program and one of the 69 corridors are accepted, and it is going to set the blueprint, and we are going to put that project in the pipeline and be able to move forward and develop the Cascades.

SUZANNE CARLSON

From an Oregon perspective, we also have a state bus service and the bus service that connects the trains from Eugene to Portland for those who are not served by train and

continuing that great connection with the bus as it is and making that as seamless as possible for the user and you are able to purchase one ticket today.

And the reliability and it breaks my heart to hear people say this was my first trip and I'm so frustrated and improving the customer satisfaction and making sure that everyone has a great experience and looking out the window and seeing what the cars are doing compared with the great experience they are having on the Cascades.

LAURENCE LeFRANCOIS

There has never been such a great time for rail in the world and in the U.S., there are very significant investments in rail. At home, the Canadian government has invested close to \$3 billion in the past five years, and I know that for you, \$3 billion is not a lot, but for us, it is a lot for the train maintenance and reservation systems and all of that. In their last federal budget, the government of Canada approved funding for the multi modal and this is going to transform the way that we travel, and it is great for the future and great encouragement. So, very good.

MARTIN YOUNG

The Pacific Northwest has been and will continue to be a high growth region within the nation. As a matter of fact, the regional council forecasts that by 2050, the region will experience almost a 50% growth in population than what it had from 2022. So, there is an immense opportunity and how many of you think that I 5 is going to accommodate this increase? It is not going to happen.

So, there is going to be a lot of growth and there needs to be a continued effort to accommodate this with a transportation grid that meets the need. It needs to be reliable, sustainable, and faster to meet the demands of the future.

I'm excited to be associated with this and watch it happen. As far as items that are critical for success, I would say that a strong leadership is some of the factors that have made it successful so far are the key ingredients that need to be continued to be focused on. A leadership is that is transparent, and that people can trust, willing to be flexible to change, especially with the increased standards. Leveraging new technology, as we have seen, there is a lot of that coming along. And listening to the public and the passengers, who are really the heart of who we serve and sometimes our best counsel and with that, we have great opportunity.

RAY LANG

I appreciate the panel for being here today and speaking. When I look back at my career at Amtrak, I remember the partnerships that we have established here and in places like Tacoma and Salem and what I really remember is the friendships that I have with all of you and grateful to know you. I'm glad that you will be here working to fight the good fight and advocate for these services going forward.

Mark, I want to tell you in front of the Board of Directors, it means a lot for you to say that you have the best job satisfaction in the company, and it means an awful lot. I will also say that I helped hire mark. And I also helped to bring into Amtrak both of whom said they had the best job at Amtrak. So, I think that it is a legacy that I'm leaving behind here. Thank you all very much for your time.

[Applause]